

2004-2009

CAPITAL IMPROVEMENTS PLAN

CITY OF MILWAUKEE

State of Wisconsin

Department of Administration  
Budget and Policy Division

Joseph J. Czarnecki  
Budget and Management Director

Budget and Management Staff

Thomas Bell	Eric Pearson
Jennifer C. Gonda	Sandra J. Rotar
Patrick Hartmann	Dore Marie Rozwadowski
Crystal Ivy	David Schroeder
Craig D. Kammholz	Erick Shambarger
John Ledvina	Dennis Yaccarino

## TABLE OF CONTENTS

	PAGE
CAPITAL INVESTMENT PLANNING: MILWAUKEE'S APPROACH.....	1
CAPITAL IMPROVEMENT FINANCING.....	3
2004-2009 CAPITAL IMPROVEMENTS PLAN: MAKING CRITICAL CAPITAL INVESTMENTS .....	9
2004-2009 CAPITAL IMPROVEMENTS PLAN BY FUNDING SOURCE .....	12
2004-2009 CAPITAL IMPROVEMENTS PLAN BY FUNCTION.....	13
2004-2009 CAPITAL IMPROVEMENTS PLAN BY DEPARTMENT .....	14
SURFACE TRANSPORTATION .....	15
Streets.....	15
Alleys.....	15
Bridges .....	15
Street Accessories .....	15
Sidewalks .....	16
Parking.....	16
ENVIRONMENT .....	17
Sewers .....	17
Water Works.....	17
Forestry .....	17
Sanitation .....	17
Environmental Remediation .....	17
HEALTH AND SAFETY .....	19
Fire.....	19
Police .....	19
Health.....	20
ECONOMIC DEVELOPMENT.....	21
Tax Incremental Districts.....	21
Business Improvement Districts .....	21
Development District Funds .....	21
Port of Milwaukee .....	21
CULTURE AND RECREATION .....	24
Libraries .....	24
Municipal Art Fund .....	24
Recreation .....	24
GENERAL GOVERNMENT .....	26
Maintenance and Remodeling.....	26
Major Capital Equipment .....	27
Other Projects .....	27
Communications and Control.....	27
Underground Conduit and Electrical Manhole Programs .....	28
APPENDIX	
2004-2009 Capital Improvements Plan (Including the 2003 Adopted Capital Budget).....	30

# CAPITAL INVESTMENT PLANNING: MILWAUKEE'S APPROACH

---

The 2004-2009 Capital Improvements Plan reflects the city's long range capital needs and citywide objectives as outlined in the city's strategic plan. In addition, the plan incorporates the city's long range fiscal plan through the implementation of various capital financing strategies.

The capital improvements plan identifies projects, estimates costs, and identifies funding sources. A summary of the capital improvements planning process, as well as definitions of capital projects, is presented below.

## **Program Assumptions**

The 2004-2009 Capital Improvements Plan estimates future costs based on present value (in 2003 dollars) and does not adjust for inflation. This is comparable to other local taxing jurisdictions, which do not adjust for inflation in their capital improvement plans.

## **Planning Process**

The capital improvements planning process includes development of both a one year budget and a six year plan. The six year plan is reviewed annually by city departments and the Budget and Management Division as part of the overall budget process.

Each year city departments prepare and submit a one year budget and a six year capital improvements plan to the Budget and Management Division. Capital requests are reviewed and recommendations are made to the Mayor. After a series of public hearings, the Mayor submits the executive city budget, which includes capital improvements, to the Common Council. The Common Council's Finance and Personnel Committee reviews the executive budget, holds additional public hearings, and submits its recommendations to the full Common Council. After the Common Council and the Mayor approve the budget, the adopted capital improvements budget is established as the initial year of the six year capital improvements plan.

## **Planning for the "Out" Years**

The value of any capital plan can be evaluated in how well it enables the city to anticipate future capital commitments. Through planning, the city can avoid system failures and corresponding fiscal stresses. A long term horizon is essential to this planning process, yet it is the most challenging aspect of planning. The city will continue to focus on improving its ability to plan for projects in the last several years of the six year plan.

## **Capital Project Definition**

A capital project includes the purchase, construction, enhancement, or maintenance of physical infrastructure systems or facilities. These include bridges, streets, alleys, sidewalks, street lighting, traffic control, parking facilities, port facilities, sewer system, water system, public buildings and related equipment, underground conduit and manholes, communication systems, major equipment purchases, boulevards, trees, and recreation facilities. In addition, a capital project may enhance economic development through job creation, business formation, and housing production.

Capital improvements typically meet one or more of the following criteria:

- 1) Renovation or restoration of buildings, structures, facilities, and integral equipment items whose cost exceeds \$25,000;
- 2) Construction of new or replacement buildings or structures at a cost exceeding \$25,000 including planning and design costs;
- 3) Remodeling of office and shop areas;
- 4) Durable equipment with an original unit cost of \$50,000 or more;
- 5) Equipment and furnishings which are to be purchased as a part of a capital project; and
- 6) Replacement equipment (an integral part of a building, structure, or facility) which costs \$25,000 or more.

## **Oversight of Capital Projects**

The city employs a decentralized approach to capital project management and oversight. In the recent past, large capital projects have presented administrative challenges. These include budget overruns and contention regarding controlling decision making authority for changes to the original plan. While individual departments are now granted expenditure authority for a project, the Department of Public Works Operations Division, Buildings and Fleet Section works as the project manager for the facility design and construction. This split of authority and responsibility has caused difficulties in communication between DPW and "customer" departments, for accountability, accurate estimation of project expenditures, and design/construction changes.

In 2004, a formal capital monitoring system will be implemented. This system will follow capital projects from the planning stages through their completion to ensure that projects will be completed on time and within budget. This system will ensure that no capital project is funded until a project plan has been completed and reviewed. The Budget and Management Division will also establish guidelines for capital projects that will be used by departments in preparing their capital project plans. In an effort to ensure that decision makers have enough information to make informed decisions, this capital monitoring system will also include a reporting process for each capital project.

# CAPITAL IMPROVEMENT FINANCING

---

The 2004-2009 Capital Improvements Plan not only includes a list of projects which the city intends to fund over the next six years, but also an explanation of how it will finance these projects. The financing goals and strategies used by the city as well as a thorough description of the various funding sources utilized to fund the capital plan are discussed in this section.

The overall capital plan amounts as well as the type of financing will affect what residents and businesses

pay in taxes in future years. Future tax levy amounts are affected both through direct tax levy funding of capital projects and through tax levy support of debt service costs resulting from capital borrowing. It is essential for policymakers to consider the future tax levy impacts of capital budgets and financing. While the capital improvements plan does not obligate the city to fund all the projects identified for 2005 through 2009, the costs of planned capital projects need to be considered when reviewing the plan.

---

## CAPITAL FINANCING GOALS

The primary objective of the 2004-2009 Capital Improvements Plan is to protect and enhance the city's infrastructure in the most cost effective manner. To achieve this objective, the city has established four specific capital financing goals:

- 1) To fund adequately the city's infrastructure and general capital needs;
- 2) To moderate the city's overall debt burdens;
- 3) To achieve greater intergenerational equity in terms of funding major, non-recurring capital projects; and
- 4) To control tax levy-supported capital spending so as to assist the city in meeting its general goal of tax rate reduction which, in turn, further enhances the city's competitive position.

The 2004-2009 Capital Improvements Plan achieves all four of these goals. The 2004-2009 capital plan dedicates a total of \$1,153 million to the city's capital budget (including Parking, Sewer Maintenance and Water Works, and intergovernmental grants). This sum reflects the city's intention to maintain its existing infrastructure in a manner that will not only heighten Milwaukee's economic vitality today, but also ensure that the next generation inherits a city that remains physically strong and economically sound.

To achieve the second stated goal of moderating the city's debt burden, the 2004-2009 capital plan continues to implement the city's infrastructure cash conversion policy. This policy has helped the city control debt by increasing tax levy financing of recurring infrastructure projects. By 2005, 100% of the

city's recurring infrastructure budget will be cash levy financed.

Although moderating the burden of outstanding debt has been an important goal, policymakers also remain pledged to use long term debt instruments, when appropriate, to spread the cost of capital expenditures across multiple generations of taxpayers. Large non-recurring projects, such as the Police Department's recently constructed Data Communications/Third District Station facility, are most appropriately funded with long term debt. Such projects have long useful lives and, as a result, benefit several generations of taxpayers. Intergenerational equity is an important goal for any municipality that plans for the long run. Milwaukee has made a commitment to support intergenerational equity while limiting increases in outstanding debt.

Conversely, short term projects are financed through one to five year notes. An example is the one year note to finance the 2002 Equipment Replacement Program, which replaced aged equipment that was beyond economic repair. Another example is the past issuance of five year notes for certain short lived aspects of the financial management information system.

The fourth goal of controlling spending in order to assist the city in reducing property taxes will be achieved by moderating growth in the tax levy-supported capital budget (specifically, tax levy cash and tax levy supported debt; self-supported debt is excluded) and by pursuing alternatives for addressing capital needs. In 2004, the tax levy supported

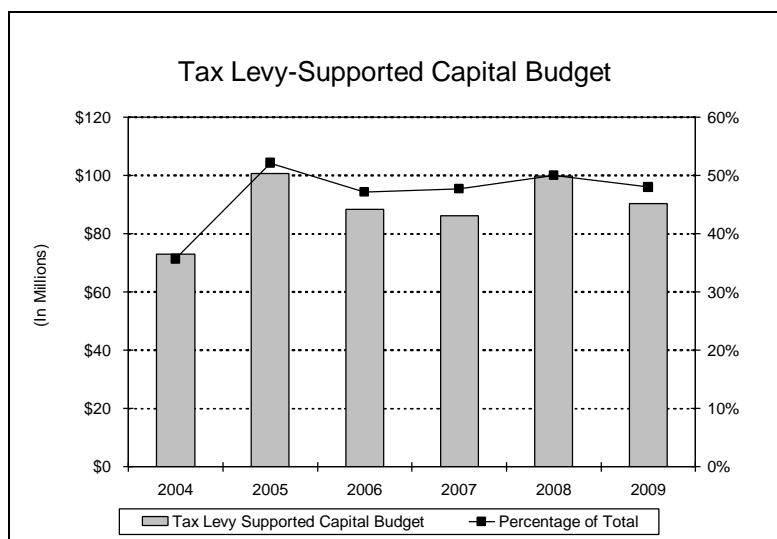
portion of the capital budget totals approximately \$73 million. The 2004-2009 capital plan annual tax levy supported capital budget averages approximately \$90.3 million. To compensate for inflationary price increases and other cost increases over time, the city must continue to find more cost effective methods for meeting its capital needs.

In addition, the plan will hold the tax levy supported portion at approximately 47% of the total capital budget. The tax levy supported portion of the capital budget is somewhat lower in 2004 due to increased intergovernmental aid for major street and bridge projects, most notably the West Canal Street reconstruction and extension, and Tax Increment District funding for infrastructure improvements related to the Park East Freeway Corridor Redevelopment Project. Figure 1 shows how the tax levy supported portion of the city's capital budget will fluctuate over the life of the plan.

Non-property tax resources finance more than half of the city's capital needs. These sources include Parking and Sewer Funds, the Milwaukee Water Works and intergovernmental aids. Since 2000, the Sewer Maintenance Relay capital program has been financed by the Sewer Maintenance Fund. The transfer of the sewer capital maintenance program to the fund was intended to capture all costs related to maintenance of the city sewer system on the Sewer User Fee. Sewer capital programs related to system expansion remain in the tax levy funded portion of the capital budget.

Intergovernmental grants and aids are of particular importance to the city, especially in the area of transportation projects, which make up roughly 12.5% of total city funding in the 2004-2009 capital plan.

Figure 1



Most of the intergovernmental grants to the city help to finance major street projects, bridge projects, and the Port's Dockwall Rehabilitation Program. These funds typically come from the state and federal government, while the city is usually required to finance a portion of the cost.

In the case of major bridge and street projects, the city is typically required to finance between 12.5% and 20% of the design and construction costs. In return, the county, state, and federal governments finance most of the remaining costs.

Tax Incremental Districts (TIDs) represent yet another important funding source for city capital projects. Since the mid-1970's, the city has created 52 TID districts. Funding provided in the 2004 capital budget, as well as in the last five years of the 2004-2009 Capital Improvements Plan, will finance existing TID projects, provide funding for projects currently in the initial stages of planning, and allow for city involvement in potential developments under discussion.

## DEBT FINANCING STRATEGIES

An objective of the city is to maintain Milwaukee's AA+ general obligation bond rating (Standard and Poor's and Fitch's Investors Services). As of September 2003, the city received strong ratings from the bond rating agencies: an AA+ from Fitch's Investor's Services, an Aa2 rating from Moody's Investors Services, and an AA rating from Standard and Poor's. The city's strong ratings reflect a substantial

Public Debt Amortization Fund, rapid debt pay out, and increased use of pay-as-you-go financing for recurring capital needs. Although all the bond rating agencies indicate that the city's debt levels are moderately high, they remain affordable and are offset by the capital financing policies employed by the city. Appropriately managing future debt levels will continue to be an important goal for the city.

## Debt Structure

One especially important debt financing strategy used by the city relates to how it structures its debt issuances. The general policy of the city relating to general obligation bonds is to issue 15 year, level principal payment bonds. This policy produces higher payments in the early years of a bond issue, but produces lower total financing costs. As a result of this rapid debt amortization schedule, 55% of principal is retired in five years and 86% is retired in ten years.

One area of the capital improvement budget, which is financed through a different debt structure, is Tax Incremental Districts (TIDs). In 1998, the city began to implement a new debt structure for TID projects that was designed to eliminate a timing problem which required the city tax levy to help support these normally self-supported projects. The TID financing structure stretches out the maturity schedule of the bonds to 17 years (two years longer than the typical GO bond term used previously) and capitalizes interest (principal and interest payments are deferred) in the first two years of the bond's life.

Although this new structure adds to the total amount of debt service to be repaid, it significantly reduces the cost impact of any new TID borrowings for two years. This in turn allows time for increments of newly created TIDs to be sufficient to cover costs.

In 2001, the city began issuing revenue bonds to implement its capital financing policy goal where appropriate. Currently, most of the city's debt is general obligation, irrespective of the project's ability to generate revenues. The 2000 budget included borrowing authority for revenue bonds for projects with revenue sources. The Sewer Maintenance Fund issued \$28.3 million of revenue bonds in November 2001 and \$33.9 million in June 2003. The Water Works and Parking Fund may issue revenue bond debt in the near future. In addition, capital projects financed by tax increments may also use revenue bonds.

The reason for the use of revenue bonds is to eliminate taxpayer liability (as under general obligation debt issues) for debt payment if revenues are insufficient to retire the debt. To justify the investment, projects funded with revenue bonds should maintain an adequate revenue stream to cover debt service costs.

## Public Debt Amortization Fund

Another important debt financing strategy used by the city involves use of the city's Public Debt Amortization Fund (PDAF). This fund, which is administered by the city's Public Debt Commission, was created in 1925 by state law. Fund revenue includes interest earned by assets of the fund, one-third of the general interest earnings of the city, and one-third of interest received on delinquent personal property taxes.

Note: For purposes of the 2003 and earlier budgets, the Public Debt Amortization Fund (PDAF) withdrawal was reflected in the capital improvements budget by shifting cash funded improvements to debt funded improvements. Fund assets were used to purchase the additional debt. The additional debt was then immediately canceled, thus avoiding future debt service costs. For 2004 budget purposes, the Public Debt Commission approved a \$4 million withdrawal to be applied to reduce the city debt tax levy rather than the capital improvements tax levy. At the end of 2003, fund assets were used to prepay a portion of the principal and interest on city debt due in 2003, which resulted in a reduction in the debt levy portion of the 2004 city debt budget. This change increased the tax levy funded portion of the 2004 Capital Improvements budget.

## Debt Management Working Group

As previously mentioned, a primary goal of the city is to maintain its AA+ bond rating. The city recognizes that overlapping debt is an important factor in meeting this goal. In 1992, a Debt Management Working Group was created by Common Council resolution. The working group includes five local units of government including the City of Milwaukee, Milwaukee County, Milwaukee Metropolitan Sewerage District, Milwaukee Area Technical College, and Milwaukee Public Schools. Since its inception, the working group has completed four annual reports on "*Capital Spending and Debt*" for the five local units of government. The report analyzes the historical and planned capital spending and debt trends of each unit of government. The purpose of this analysis is to develop practical methods for coordinating, managing, and controlling the amount, structure, and timing of debt issued by each of the member governments. The goal is to minimize the overall debt burden on city residents while meeting essential capital improvement needs over the next five years.

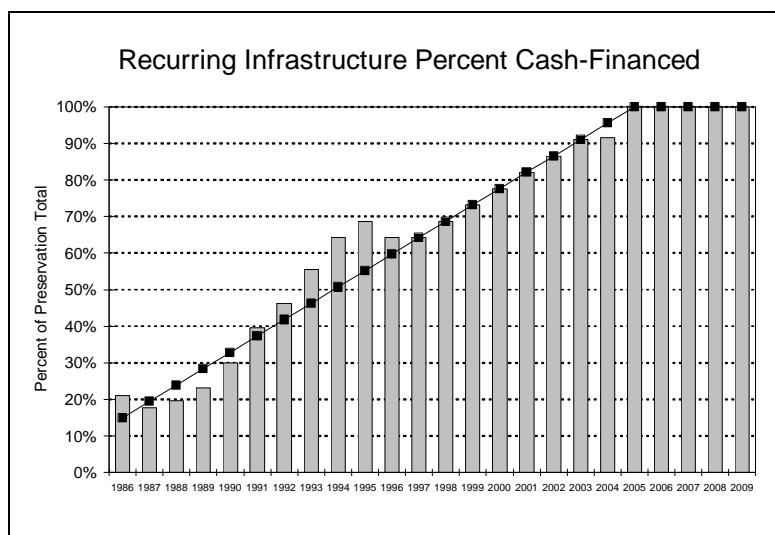
## CASH FINANCING STRATEGIES

One key cash financing strategy of the city's capital improvements program is to limit debt financing for capital improvements to only those projects which occur at irregular intervals and benefit future as well as current taxpayers. The purpose of cash financing recurring infrastructure projects is to decrease overall debt and ultimately reduce costs and resulting tax levies for what are, in effect, annual recurring replacement projects.

To implement this strategy, the Common Council adopted a resolution in 1986 that gradually converts funding for recurring infrastructure preservation projects from borrowing to cash financing. Recurring infrastructure includes local streets, alleys, sidewalks, street lighting, traffic control, communications, underground conduits, and recreational facilities. With the adoption of this resolution, city policymakers recognized that a moderate growth economy and slow growing tax base could not sustain payment of large deferred expenditures.

The strategy employed by the City of Milwaukee includes financing 100% of recurring infrastructure replacement with cash by the year 2005. Figure 2 compares the percent of infrastructure cash financed as required by resolution with the percent of infrastructure cash financed in the 1986-2003 capital improvements budgets and the 2004-2009 Capital Improvements Plan.

Figure 2



While the 2004-2009 plan will meet the 100% cash financing goal in 2005, the 2004 capital budget does not meet its Infrastructure Cash Conversion goal of 95.52% due to a Common Council amendment to the Mayor's proposed budget. The amendment increased funding for the Recreational Facilities capital program and changed program financing from cash to borrowing. As a result, infrastructure project funding totals \$10.1 million in cost to the city of which \$844,000 will be borrowed and \$9.2 million or 91.63% is cash financed. The cash financing is \$392,000 short of the 95.52% goal.

## STRATEGY IN ACTION: SOURCES OF FUNDING FOR THE 2004-2009 CAPITAL IMPROVEMENTS PLAN

All projects identified in the 2004-2009 Capital Improvements Plan are fully funded through a variety of sources. These sources include tax levy-supported debt, tax incremental districts, special assessments, cash revenues, tax levy, self-funded, (primarily user fees) and grants and aids. Figure 3 illustrates the percentage of the six year plan financed by each funding source. Use of these diverse financing resources is wholly consistent with the financing strategies discussed earlier. As a result of using this diverse set of funding sources over the next six years:

- 1) The overall capital needs of the city will be met;
- 2) The city will continue to increase the proportion of recurring infrastructure projects financed with tax levy resources;

- 3) The cash conversion policy will, in the long run, reduce outstanding debt and save taxpayers millions in interest costs; and
- 4) The city will continue to use long term debt to finance non-recurring projects that have long useful lives. This policy will help spread the costs of these projects fairly across generations of project users.

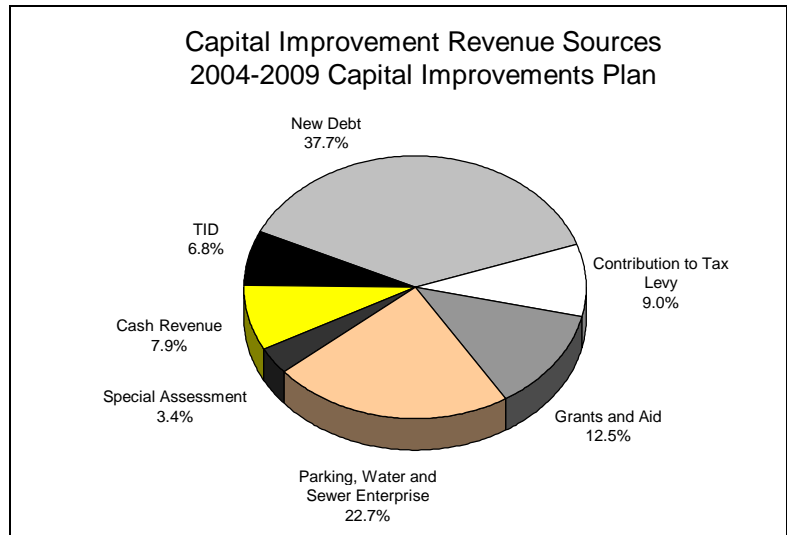
The specific sources of funding for the 2004-2009 capital improvements plan are described in the following sections. In addition, Table 1 (see page 12) details how the six year plan is financed.

**Tax Levy-Supported Debt:** The six year plan estimates the amount of funds that must be borrowed to finance capital projects. This amount does not include special assessments or tax incremental financ-



ing since they are considered self-sustaining, though they are funded through general obligation borrowing. In the six year plan, \$434.6 million, or 37.7% of the total capital budget is expected to be borrowed, excluding \$117.3 million in special assessment and tax incremental borrowing. As shown in Table 1, tax levy-supported debt averages \$72.4 million per year. This trend, in part, reflects a strategy of cash financing for infrastructure projects, which will completely cash finance recurring infrastructure projects beginning in 2005, achieving a goal set by Common Council resolution in 1986. Through steady increases in the proportion of these projects financed with tax levy cash, the city has over time reduced the debt burden to be borne by taxpayers for these recurring projects.

Figure 3



**Tax Incremental Districts:** Tax Incremental Districts are considered self-sustaining and have been funded through issuance of general obligation debt. Again, starting in 2000 borrowing authority was provided to finance TIDs with revenue bonds. Self-sustaining debt refers to the use of borrowed proceeds to generate a stream of revenues that will offset related principal and interest payments. After a tax incremental district is established, debt instruments are issued to finance public improvements to aid development within the district. The increase, or increment in real property taxes after a district is established is set aside and used to retire debt contracted by the authority. As shown in Figure 3, \$78.2 million, or 6.8% of total capital funding is provided to fund tax incremental districts. Funding for this purpose ranges from \$19 million to \$10 million annually in the six year plan.

**Special Assessments:** Special assessments are also considered self-sustaining debt even though they are issued as general obligation debt.

When certain infrastructure improvements are made, such as repaving a street or installing a new sewer, part of the cost is charged to the abutting property owners as special assessments. The property owner may either pay the entire amount when the bill is received, have the assessment placed on the next tax bill, or pay the amount over six years, with interest charged for the final five years. If the latter option is chosen, the interest cost to the city is offset by the interest charged to the property owners. However, regardless of how the property owner pays the special assessment, the city borrows

the funds as general obligation debt to finance the project.

As Figure 3 shows, \$39.1 million, or 3.4%, of capital projects are financed through special assessments. Funding throughout the six year plan ranges annually from \$5.2 million to \$7.1 million.

**Cash Revenues:** A portion of capital projects are financed through cash revenues, including general (or unassigned) grant and aid, developer financing, and other sources of revenue. The grant fund provides funding authority for grant and aid that may be received throughout the year but is not specifically included in the capital improvements plan. Developer financed projects occur when a private developer requests the city to expand street or sewer systems. These projects are fully financed by the developer who enters into a formal agreement with the city. In the six year plan, \$90.9 million, or 7.9% of all capital projects are funded through cash revenues. This source of funding averages \$15.1 million in the six year plan.

**Tax Levy:** Tax levy-funding of capital projects totals \$104 million, or 9.0% of total funding, over the six year plan. As shown in Table 1 (see page 12), total tax levy-funding is projected to average \$17.3 million each year. During the 2004-2009 plan, the city meets its infrastructure cash financing objectives, increasing funding from \$9.3 million in 2004 to \$15.3 million in 2009. In 2004, tax levy funding is somewhat lower due to the utilization of prior year available funds to meet project needs and the large West Canal Street Reconstruction and Expansion project grant and aid

financing. In addition, at least 5% of non-infrastructure projects are cash financed during the six year plan.

**Self-Funded:** These projects include those financed through the Parking Fund, Sewer Maintenance Fund, and Milwaukee Water Works. The Parking Fund was established to account for revenues received from parking operations. Parking revenues are used to defray all costs related to these operations, including debt service costs on various parking obligations. Milwaukee Water Works' capital improvement projects and Sewer Maintenance Fund capital improvements are fully financed by their respective user fees. In total, \$262 million, or 22.7%, of capital

projects are funded through the Parking Fund, Sewer Maintenance Fund, and Milwaukee Water Works.

**Grants and Aid:** In the six year plan, funding provided through grants and aids totals over \$144.4 million, or 12.5% of total funding. This funding is received from the state and federal governments, primarily for bridge and street paving programs. Grant and aid funding fluctuates dramatically, from a high of \$49.4 million in 2004 to a low of \$17 million in 2007. The reconstruction and extension of West Canal Street and other preparations for the reconstruction of the Marquette Interchange account for most of the higher 2004 grant and aid amount.

# 2004-2009 CAPITAL IMPROVEMENTS PLAN: MAKING CRITICAL CAPITAL INVESTMENTS

The 2004-2009 Capital Improvements Plan includes the 2004 capital budget, which was adopted by the Common Council in November 2003, and planned capital expenditures for 2005-2009. The six year Capital Improvements Plan (CIP) is not a formally adopted plan and does not appropriate funds, but functions as a capital spending guide. Capital appropriations for the last five years of the plan are made through adoption of the annual budget. This section shows the six year capital needs of the city and their anticipated sources of funding. New and

continuing projects are outlined in the summary table provided in the appendix of this document.

The plan is intended as a planning document that assists policymakers in their review and analysis of the city's capital needs. The plan summarizes the type, amount and purpose of capital spending, as well as how capital is financed. This enables analysis of not only proposed capital spending in 2004 but also a more comprehensive review of planned capital spending over the next six years.

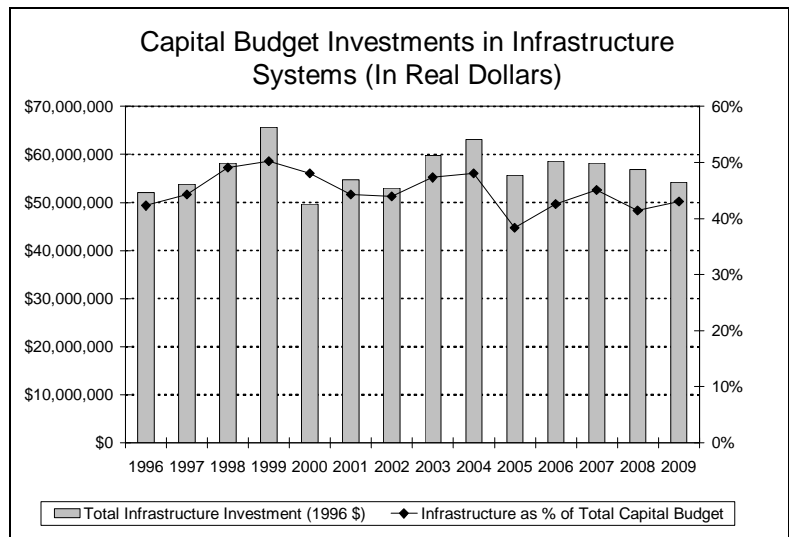
## THE CAPITAL BUDGET FOCUS: STRENGTHENING INFRASTRUCTURE

An important function of local government is maintaining basic infrastructure systems. These systems – sewers, water mains, streets, bridges, alleys, sidewalks, and street accessories (traffic signals and streetlights) - are essential to the economic viability of any city.

The City of Milwaukee invests significant resources in its infrastructure systems. Figure 4 shows the capital budget for infrastructure in real terms for the years 1996-2009 (intergovernmental grant and aid is excluded). As the chart demonstrates, the real dollar amount budgeted for infrastructure has remained relatively stable, with the exception of 1999, 2003 and 2004. In 1999, a large sewer project contributed to a significant increase in the amount budgeted for infrastructure. In 2003 and 2004, a major street project, the reconstruction and extension of West Canal Street, increases infrastructure spending to over \$60,000,000.

Figure 4 also shows that the percentage of total capital expenditure dedicated to infrastructure expansion and replacement increased from the 1996 to 1999 budget. The percentage decreased slightly in 2000 and again in 2001 with the multi-year construction of the Police Data Communication/Third District Station and large intergovernmental grant and aid for the Sixth Street Viaduct project. With the exception of 2005, the proportion shows a slight in-

Figure 4



crease during the 2004-2009 plan. The decline in 2005 is due to the completion of funding for the West Canal Street Reconstruction and Expansion and a large provision for DPW Menomonee Valley Facilities Relocation to facilitate economic development.

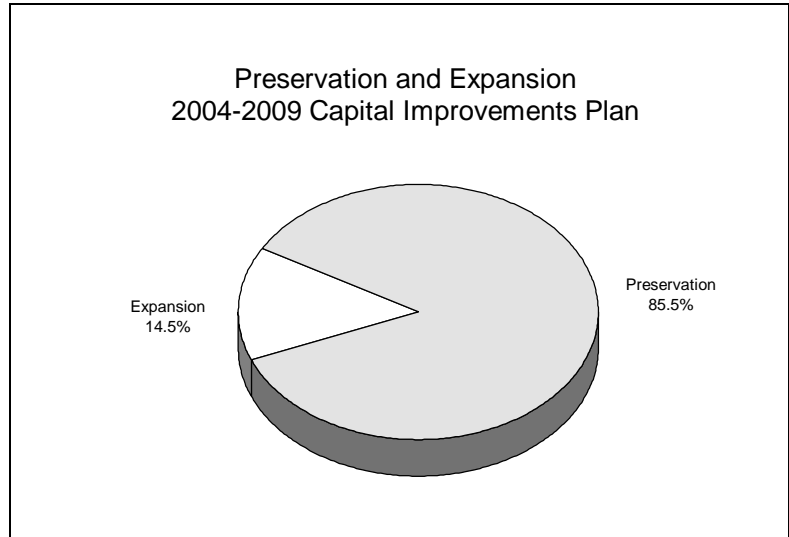
The 2004-2009 Capital Improvements Plan continues to maintain the real dollar value of the annual infrastructure maintenance and expansion budget. The impact of this level of commitment to infrastructure is quite substantial.

## PRESERVATION vs. EXPANSION

Capital projects are classified into two categories: preservation and expansion. Preservation refers to capital improvement projects whose major objective is to reconstruct, rehabilitate, or otherwise restore an existing system or facility to full functionality. In contrast, expansion refers to projects whose primary objective is to construct a new system or to expand an existing system or facility to meet increased demands or to enhance development.

Figure 5 illustrates the proportion of capital projects that either preserve or expand capital infrastructure. The 2004-2009 Capital Improvements Plan (including grants and aid and self-funded projects) allocates \$985.8 million or 85.5% the total budget, to preserve the city's existing infrastructure. A total of \$167.5 million, or 14.5%, is allocated to expand public facilities. Expansion projects primarily include economic development related projects and new street

Figure 5



and sewer construction projects. Preservation projects include maintenance and replacement of existing systems and facilities.

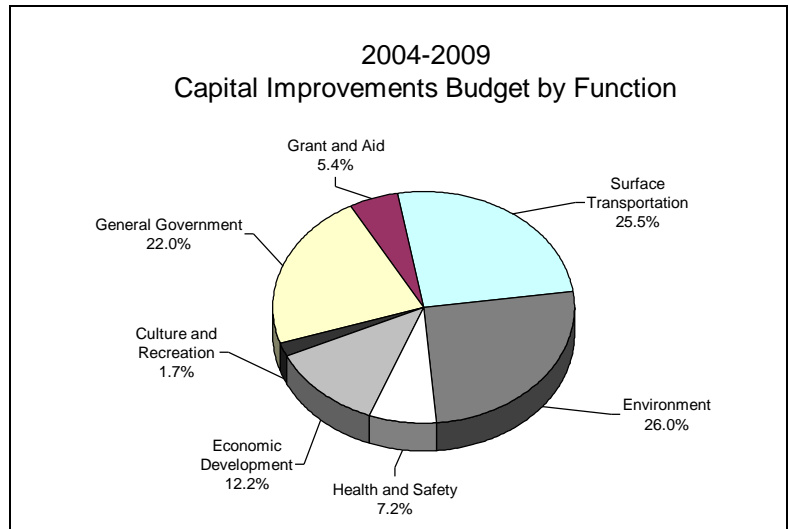
## SIX YEAR CAPITAL PLAN BY FUNCTION

The following sections of this document provide an overview of the 2004-2009 Capital Improvements Plan by function. An analysis of each project category is provided, including the major initiatives and program changes brought about by the 2004 adopted capital budget as well as those proposed in the 2005-2009 capital plan.

Figure 6 provides a breakdown of the plan by its seven functional areas, including surface transportation, environment, health and safety, economic development, culture and recreation, general government, and inter-governmental grants and aid.

Funding for environmental projects constitute the largest functional area at 26% of total funding. At 25.5%, surface transportation projects make up the second largest component of the six year plan. The smallest functional area is culture and recreation, which includes funding for libraries and totlots and amounts to about 1.7% of total funding.

Figure 6



The grants category includes the grant fund that provides funding authority for grants directly received by the city for major streets, major bridge and other specifically identified projects as well as authority for smaller, not previously budgeted grants. Grants specifically identified to projects are

included in their respective functional areas. The grand total includes city funded projects, the Parking Fund, Milwaukee Water Works, the Sewer Main-

tenance Fund, and grants and aid. Table 2 (see page 13) summarizes capital projects in the six year plan by functional area.

---

#### **SIX-YEAR CAPITAL PLAN BY DEPARTMENT**

Table 3 (see page 14) shows the 2004-2009 Capital Improvements Plan by Department. The table also shows totals for city funded capital improvement projects, as well as for self funded projects, including the Parking Fund, the Sewer Maintenance Fund and

the Milwaukee Water Works (which are not funded directly by property taxes). Specific capital projects and funding amounts are shown in the appropriate functional category in the next six sections of this document.

**Table 1**  
**2004-2009 Capital Improvements Plan by Funding Source**

DEPARTMENT	2004 ADOPTED BUDGET	2005 BUDGET PLAN	2006 BUDGET PLAN	2007 BUDGET PLAN	2008 BUDGET PLAN	2009 BUDGET PLAN	TOTAL SIX-YEAR PLAN
<b>TOTAL CAPITAL IMPROVEMENTS PLAN</b>	\$204,428,131	\$193,119,900	\$187,688,890	\$180,478,600	\$199,220,745	\$188,347,000	\$1,153,283,266
LESS:							
Enterprise Funds (Parking, Water, Sewer)	45,425,900	39,045,400	45,185,000	44,665,000	45,050,000	42,645,000	262,016,300
Special Assessments	5,179,290	7,066,000	6,428,650	6,900,700	6,628,200	6,913,500	39,116,340
Cash Revenues	12,500,000	14,400,000	14,691,000	15,700,000	16,500,000	17,100,000	90,891,000
Tax Incremental Districts (excluding Cash Revenue)	19,000,000	14,500,000	14,700,000	10,000,000	10,000,000	10,000,000	78,200,000
Grant and Aid	49,352,981	17,354,820	18,176,395	17,044,600	21,252,645	21,255,000	144,436,441
Infrastructure Cash Financed	9,239,010	15,076,000	13,696,000	14,837,000	14,002,000	15,261,000	82,111,010
As a Percent of Total Infrastructure Funding	91.63%	100.00%	100.00%	100.00%	100.00%	100.00%	
Compared to Percent Required by Resolution	95.52%	100.00%	100.00%	100.00%	100.00%	100.00%	
Infrastructure Debt Financed	843,592	0	0	0	0	0	843,592
<b>REMAINING EXPENDITURES TO BE FINANCED</b>	\$62,887,358	\$85,677,680	\$74,811,845	\$71,331,300	\$85,787,900	\$75,172,500	\$455,668,583
Cash	2,236,500	4,283,884	3,740,592	3,566,565	4,289,395	3,758,625	21,875,561
Debt	60,650,858	81,393,796	71,071,253	67,764,735	81,498,505	71,413,875	433,793,022
<b>SUMMARY OF FINANCING SOURCES</b>							
Tax Levy Supported Debt	\$61,494,450	\$81,393,796	\$71,071,253	\$67,764,735	\$81,498,505	\$71,413,875	\$434,636,614
Tax Incremental Districts	19,000,000	14,500,000	14,700,000	10,000,000	10,000,000	10,000,000	78,200,000
Special Assessments	5,179,290	7,066,000	6,428,650	6,900,700	6,628,200	6,913,500	39,116,340
Cash Revenues	12,500,000	14,400,000	14,691,000	15,700,000	16,500,000	17,100,000	90,891,000
Tax Levy	11,475,510	19,359,884	17,436,592	18,403,565	18,291,395	19,019,625	103,986,571
<b>TOTAL CITY FUNDING</b>	<b>\$109,649,250</b>	<b>\$136,719,680</b>	<b>\$124,327,495</b>	<b>\$118,769,000</b>	<b>\$132,918,100</b>	<b>\$124,447,000</b>	<b>\$746,830,525</b>
Enterprise Funds (Parking, Water, Sewer)	45,425,900	39,045,400	45,185,000	44,665,000	45,050,000	42,645,000	262,016,300
Grant and Aid	49,352,981	17,354,820	18,176,395	17,044,600	21,252,645	21,255,000	144,436,441
<b>TOTAL CAPITAL INVESTMENT</b>	<b>\$204,428,131</b>	<b>\$193,119,900</b>	<b>\$187,688,890</b>	<b>\$180,478,600</b>	<b>\$199,220,745</b>	<b>\$188,347,000</b>	<b>\$1,153,283,266</b>

## Table 2

### 2004-2009 Capital Improvements Plan by Function

FUNCTIONAL AREA	2004 ADOPTED BUDGET	2005 BUDGET PLAN	2006 BUDGET PLAN	2007 BUDGET PLAN	2008 BUDGET PLAN	2009 BUDGET PLAN	TOTAL SIX-YEAR PLAN
<b>SURFACE TRANSPORTATION</b>							
Streets	\$50,250,084	\$25,591,000	\$22,622,890	\$22,935,000	\$29,431,890	\$25,018,000	\$175,848,864
Alleys	1,000,000	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	13,500,000
Bridges	14,768,045	4,911,000	6,229,000	6,113,000	3,860,000	9,182,000	45,063,045
Street Accessories	4,563,602	7,220,000	6,773,000	6,811,000	6,937,000	7,121,000	39,425,602
Sidewalks	1,850,000	2,300,000	2,300,000	2,300,000	2,300,000	2,300,000	13,350,000
Parking	1,305,900	1,255,000	1,195,000	1,115,000	1,050,000	1,345,000	7,265,900
<b>Subtotal</b>	<b>\$73,737,631</b>	<b>\$43,777,000</b>	<b>\$41,619,890</b>	<b>\$41,774,000</b>	<b>\$46,078,890</b>	<b>\$47,466,000</b>	<b>\$294,453,411</b>
<b>ENVIRONMENT</b>							
Sewer System	\$26,000,000	\$24,909,000	\$26,909,000	\$28,073,000	\$30,073,000	\$30,073,000	\$166,037,000
Water System	22,620,000	16,290,400	20,490,000	20,050,000	18,500,000	15,800,000	113,750,400
Sanitation	0	2,000,000	1,500,000	2,000,000	2,000,000	2,000,000	9,500,000
Forestry	796,500	800,000	800,000	800,000	800,000	800,000	4,796,500
Environmental Remediation	685,000	1,322,000	933,000	974,000	813,000	788,000	5,515,000
<b>Subtotal</b>	<b>\$50,101,500</b>	<b>\$45,321,400</b>	<b>\$50,632,000</b>	<b>\$51,897,000</b>	<b>\$52,186,000</b>	<b>\$49,461,000</b>	<b>\$299,598,900</b>
<b>HEALTH AND SAFETY</b>							
Fire	\$5,840,000	\$9,200,000	\$8,035,000	\$6,485,000	\$4,939,000	\$5,235,000	39,734,000
Police	6,510,000	7,230,000	8,625,000	8,050,000	6,503,855	0	36,918,855
Public Health	1,240,000	1,129,000	1,170,000	1,130,600	1,117,000	1,135,000	6,921,600
<b>Subtotal</b>	<b>\$13,590,000</b>	<b>\$17,559,000</b>	<b>\$17,830,000</b>	<b>\$15,665,600</b>	<b>\$12,559,855</b>	<b>\$6,370,000</b>	<b>\$83,574,455</b>
<b>ECONOMIC DEVELOPMENT</b>							
TID	\$20,600,000	\$18,000,000	\$18,300,000	\$14,800,000	\$15,600,000	\$16,200,000	\$103,500,000
Development District Funds	2,350,000	2,350,000	2,350,000	2,350,000	2,350,000	2,350,000	14,100,000
Business Improvement	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	6,000,000
Port of Milwaukee	1,800,000	2,725,000	4,000,000	3,750,000	3,675,000	1,500,000	17,450,000
<b>Subtotal</b>	<b>\$25,750,000</b>	<b>\$24,075,000</b>	<b>\$25,650,000</b>	<b>\$21,900,000</b>	<b>\$22,625,000</b>	<b>\$21,050,000</b>	<b>\$141,050,000</b>
<b>CULTURE AND RECREATION</b>							
Libraries	\$2,000,000	\$1,945,000	\$3,565,000	\$3,540,000	\$3,570,000	\$1,275,000	\$15,895,000
Recreational Facilities	400,000	634,000	627,000	655,000	624,000	623,000	3,563,000
Municipal Art Fund	25,000	25,000	25,000	25,000	25,000	25,000	150,000
<b>Subtotal</b>	<b>\$2,425,000</b>	<b>\$2,604,000</b>	<b>\$4,217,000</b>	<b>\$4,220,000</b>	<b>\$4,219,000</b>	<b>\$1,923,000</b>	<b>\$19,608,000</b>
<b>GENERAL GOVERNMENT</b>							
Maintenance and Remodeling	\$16,471,000	\$24,696,500	\$22,513,000	\$17,148,000	\$16,015,000	\$16,027,000	\$112,870,500
Manholes	1,901,000	921,000	976,000	1,031,000	1,081,000	1,136,000	7,046,000
Communications and Control	626,000	645,000	664,000	684,000	704,000	725,000	4,048,000
Capital Equipment	6,146,000	7,560,000	7,938,000	8,335,000	8,752,000	9,189,000	47,920,000
Other Projects	3,380,000	15,661,000	5,349,000	7,524,000	24,700,000	24,700,000	81,314,000
<b>Subtotal</b>	<b>\$28,524,000</b>	<b>\$49,483,500</b>	<b>\$37,440,000</b>	<b>\$34,722,000</b>	<b>\$51,252,000</b>	<b>\$51,777,000</b>	<b>\$253,198,500</b>
<b>GRANT AND AID</b>	<b>\$10,300,000</b>	<b>\$10,300,000</b>	<b>\$10,300,000</b>	<b>\$10,300,000</b>	<b>\$10,300,000</b>	<b>\$10,300,000</b>	<b>\$61,800,000</b>
<b>GRAND TOTAL</b>	<b>\$204,428,131</b>	<b>\$193,119,900</b>	<b>\$187,688,890</b>	<b>\$180,478,600</b>	<b>\$199,220,745</b>	<b>\$188,347,000</b>	<b>\$1,153,283,266</b>

**Table 3**  
**2004-2009 Capital Improvements Plan by Department**

DEPARTMENT	2004 ADOPTED BUDGET	2005 BUDGET PLAN	2006 BUDGET PLAN	2007 BUDGET PLAN	2008 BUDGET PLAN	2009 BUDGET PLAN	TOTAL SIX-YEAR PLAN
<b>CITY FUNDED CAPITAL PROJECTS</b>							
Special Projects	\$10,325,000	\$13,990,000	\$15,625,000	\$17,825,000	\$21,825,000	\$21,825,000	\$101,415,000
Department of Administration	630,000	2,096,000	49,000	24,000	0	0	2,799,000
City Attorney	0	0	0	0	0	0	0
City Treasurer	0	0	0	0	0	0	0
Common Council City Clerk	0	104,500	0	0	0	0	104,500
Department of City Development	23,950,000	21,350,000	21,650,000	18,150,000	18,950,000	19,550,000	123,600,000
Comptroller	0	0	0	0	0	0	0
Fire Department	5,840,000	9,200,000	8,035,000	6,485,000	4,939,000	5,235,000	39,734,000
Health Department	1,240,000	1,129,000	1,170,000	1,130,600	1,117,000	1,135,000	6,921,600
Library	2,000,000	1,945,000	3,565,000	3,540,000	3,570,000	1,275,000	15,895,000
Municipal Court	250,000	0	0	0	0	0	250,000
Neighborhood Services	0	0	0	0	0	0	0
Police Department	6,510,000	7,230,000	8,625,000	8,050,000	6,503,855	0	36,918,855
Grant and Aid	0	0	0	0	0	0	0
Port of Milwaukee	650,000	1,125,000	1,500,000	2,150,000	2,375,000	700,000	8,500,000
Grant and Aid	1,150,000	1,600,000	2,500,000	1,600,000	1,300,000	800,000	8,950,000
DPW-Administrative Services	626,000	645,000	664,000	684,000	704,000	825,000	4,148,000
DPW-Operations	26,998,500	46,808,000	34,311,000	29,912,000	42,204,000	42,527,000	222,760,500
DPW-Infrastructure	30,629,750	31,097,180	29,133,495	30,818,400	30,730,245	31,375,000	183,784,070
Grant and Aid	48,202,981	15,754,820	15,676,395	15,444,600	19,952,645	20,455,000	135,486,441
<b>TOTAL CITY FUNDED CAPITAL PROJECTS</b>	<b>\$109,649,250</b>	<b>\$136,719,680</b>	<b>\$124,327,495</b>	<b>\$118,769,000</b>	<b>\$132,918,100</b>	<b>\$124,447,000</b>	<b>\$746,830,525</b>
<b>TOTAL GRANT AND AID</b>	<b>\$49,352,981</b>	<b>\$17,354,820</b>	<b>\$18,176,395</b>	<b>\$17,044,600</b>	<b>\$21,252,645</b>	<b>\$21,255,000</b>	<b>\$144,436,441</b>
<b>NON-CITY FUNDED CAPITAL PROJECTS</b>							
Parking	\$1,305,900	\$1,255,000	\$1,195,000	\$1,115,000	\$1,050,000	\$1,345,000	\$7,265,900
Milwaukee Water Works	22,620,000	16,290,400	20,490,000	20,050,000	18,500,000	15,800,000	113,750,400
Sewer Maintenance Fund	21,500,000	21,500,000	23,500,000	23,500,000	25,500,000	25,500,000	141,000,000
<b>TOTAL NON-CITY-FUNDED CAPITAL PROJECTS</b>	<b>\$45,425,900</b>	<b>\$39,045,400</b>	<b>\$45,185,000</b>	<b>\$44,665,000</b>	<b>\$45,050,000</b>	<b>\$42,645,000</b>	<b>\$262,016,300</b>
<b>GRAND TOTAL CAPITAL INVESTMENT</b>	<b>\$204,428,131</b>	<b>\$193,119,900</b>	<b>\$187,688,890</b>	<b>\$180,478,600</b>	<b>\$199,220,745</b>	<b>\$188,347,000</b>	<b>\$1,153,283,266</b>



# SURFACE TRANSPORTATION

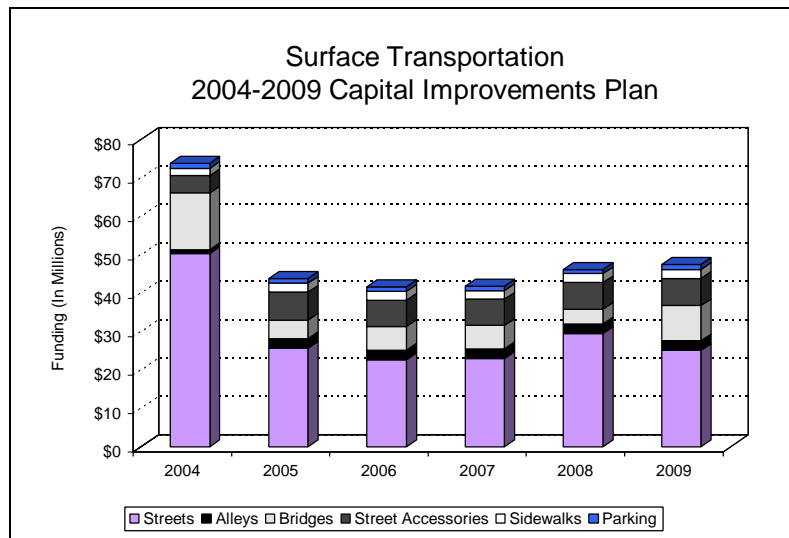
Capital improvements that support surface transportation consist of projects involving streets, alleys, bridges, street accessories, sidewalks, and parking structures. The objective of the surface transportation capital program is to provide safe, attractive, and efficient surface public ways and infrastructure systems. Funding for these systems is determined primarily through the use of condition criteria, including age, structural adequacy, maintenance problems, construction projects, citizen complaints, and aldermanic requests. These criteria are used to assess the condition of the infrastructure system, plan budgets in a cost effective manner, and predict annual preservation effort requirements.

Surface transportation projects are funded through special assessments, federal/state grants and aids, revenue from developers, city borrowing, and property tax levy. Surface transportation projects total \$294.5 million, or 25.5% of the total six year capital improvement plan. Figure 7 shows the 2004-2009 plan for these projects. Funding decreases after 2004 because the state government, which funds and schedules many projects, has proposed fewer street and bridge projects resulting in a decrease in the amount of grants and aids. This decrease is further explained below. The 2004 budget provides \$73.7 million in funding for surface transportation projects, compared to \$69.1 million in 2003. The increase is primarily due to funding for the reconstruction and extension of West Canal Street.

## Streets

Street-related capital improvement projects account for the largest portion, 59.7% of the surface transportation plan. The six year plan includes \$175.8 million for street improvements. Street related projects include major street improvements, such as: state and/or federal aided street reconstruction and resurfacing, street resurfacing by contract, new street construction and developer financed streets. As Figure 7 illustrates, funding for streets peaks in 2004 at \$50.3 million. The peak is due to the reconstruction and extension of West Canal Street, funded in 2004 at approximately \$10 million with an additional \$10 million grant from the State of Wisconsin. In the six year plan, grants and aids are expected to total

Figure 7



\$105.7 million, or 60.1% of total funding for street-related capital improvement projects.

## Alleys

The 2004-2009 Capital Improvements Plan provides \$13.5 million, or 4.6% of total surface transportation funding to finance reconstruction and resurfacing of city alleys. Funding in 2004 is \$1 million followed by \$2.5 million in the succeeding plan years. In 2004, the program will utilize funds carried over from prior years.

## Bridges

Funding for bridge projects accounts for \$45.1 million, or 15.3% of total funding provided in the six year plan. Figure 7 shows that funding for bridges peaks in 2004 at \$14.8 million, largely due to three bridges constructed for the extension of West Canal Street. In the six year plan, \$28.9 million, or 64.2% of total funding for bridges is received from federal and state transportation aids.

## Street Accessories

This category includes street lighting and traffic control facilities. The six year plan includes approximately \$39.4 million for street accessories, which accounts for 13.4% of total funding. Annual funding

for this purpose averages \$6.6 million throughout the six year plan. The 2004 budget provides \$4.6 million for street accessories.

### Sidewalks

Funding for sidewalks and other pedestrian related projects in the six year plan totals \$13.4 million and accounts for 4.5% of total surface transportation funding. Funding of \$1.9 million is provided in the 2004 proposed budget.

### Parking

The 2004-2009 Capital Improvements Plan includes \$7.3 million for parking related projects. This accounts for 2.5% of total surface transportation funding. Funding of \$1.3 million is provided in the 2004 proposed budget. These projects will be financed with Parking Fund revenues.

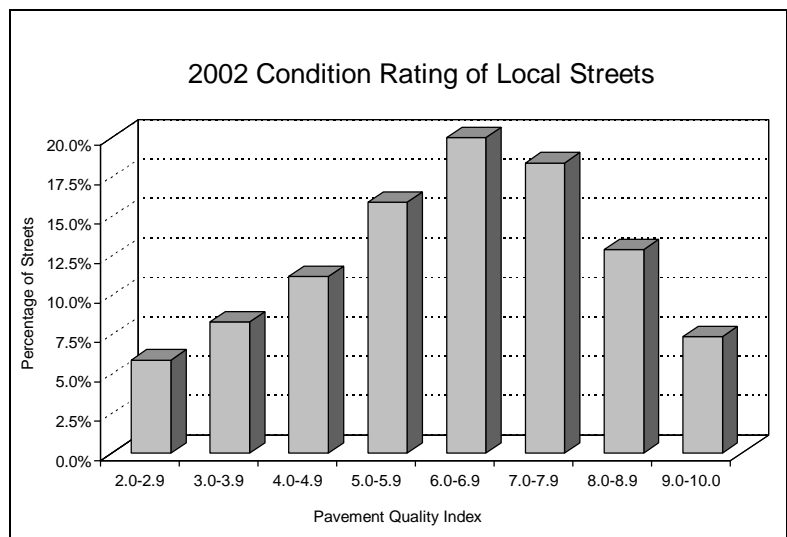
## PROGRAM CHANGES AND INITIATIVES

### Implementation of New Pavement Condition Index:

In 2000, the city hired a consultant to inventory all streets in the City of Milwaukee and update the Pavement Management Administration (PMA) Database. Data collection was completed in late 2000 and all data was entered into the PMA computer model. Most of 2001 was spent re-calibrating the model to most accurately reflect the existing field conditions and the state of the city's street system. Figure 8 represents the state of the system as of 2002 for those streets that are city maintained. This computer model is intended to predict pavement quality and life and the need for repair more accurately than the prior system. Time and monitoring of PMA outputs compared to actual field conditions will be the ultimate indicator of the system's accuracy and value.

Pavement condition is measured through the Pavement Quality Index (PQI), which rates street conditions on a scale of 2 to 10. These ratings are based upon visual observations, historic records, and non-destructive testing on non-residential streets. PQI ratings are calculated for two general street categories: local and collector/arterial. Each category has a minimum acceptable PQI. A rating below the minimum indicates that the street segment requires rehabilitation or reconstruction. Based on previous street condition and age data and older, less sophisticated version of a pavement management system (PMS), minimum PQI's of 4.0 for local streets and 5.5 for collector/arterial streets were established. Collector and arterial streets have a higher minimum than local streets due to their greater importance to a larger

Figure 8



population base in providing access to goods and services and employment.

### West Canal Street Reconstruction and Extension:

The improvement and extension of West Canal Street from North Sixth Street to the Miller Park Baseball Stadium began in 2003. Approximately \$6.8 million was allocated in 2003 as the city's match to grant funding received from the state. In 2004, an additional \$14.2 million city share will be provided through the Major Streets, Bridges, and Sewer Expansion Programs. The total city cost of this multi-year project will be approximately \$19 million. This project is considered vital to the redevelopment of the Menomonee Valley. Combined with the recently completed replacement of the Sixth Street Viaduct, it will also serve as an alternate travel route during the planned upcoming reconstruction of the Marquette Interchange.

# ENVIRONMENT

Environment related capital projects include the sewer system, water facilities, sanitation, forestry, and environmental remediation. The objective of the environmental capital program is to enhance the long-term environmental health of Milwaukee by reducing lake and river pollution, protecting human health and the local ecosystem, and maintaining the cleanliness and beauty of city neighborhoods. Funding for environmental projects is determined by a wide range of criteria, including condition, age, maintenance problems, state and environmental regulations, citizen complaints, and aldermanic requests. When possible, replacement of environment related infrastructure is coordinated with the paving program.

Environmental projects are funded through city borrowing, special assessments, revenue from developers, user fees, and the property tax levy. The 2004-2009 Capital Improvements Plan provides \$299.6 million or 26% of total funding for environment related capital projects, making environmental projects the second largest functional category in the six year plan. Figure 9 shows projected costs of environment related capital projects.

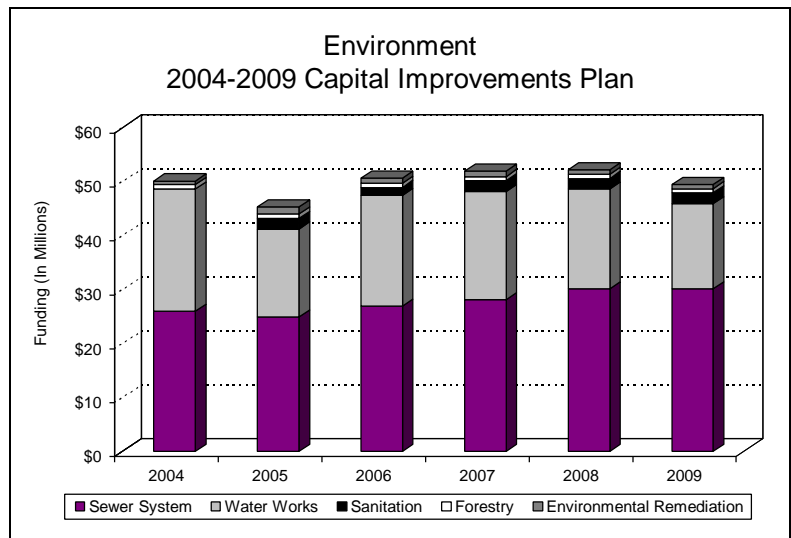
## Sewers

The six year plan includes \$166 million for sewer system projects, which accounts for 55.4% of total funding for environment related projects. The sewer program includes relief and relay sewers, expansion of capacity sewers, and developer financed sewers. As Figure 9 shows, funding for the city's sewer infrastructure increases steadily throughout the six-year plan. The Relief and Relay Program has been financed with a user fee since 2000.

## Water Works

Capital improvement funding for the Milwaukee Water Works totals approximately \$113.8 million over the six year plan and accounts for 38% of total funding for environment related capital projects. Of this amount, \$78.4 million is appropriated for the Water Main Program, which includes distribution and feeder mains. In 2004, \$8 million is provided for distribution building consolidation (further

Figure 9



described below). The remaining \$27.4 million finances improvements at purification plants, pumping stations, storage facilities and the control center.

## Forestry

Funding for forestry related activities totals approximately \$4.8 million in the six year capital plan, which accounts for 1.6% of total funding for environmental projects. These activities include \$1.2 million to replace deteriorated or extend concealed irrigation of landscaping on city boulevards and \$3.6 million for the Tree Planting Program, the majority of which replaces trees in conjunction with the street paving programs.

## Sanitation

The six year plan provides \$9.5 million for sanitation related capital improvement projects or 3.2% of total funding for environment related capital projects. During 2003 and 2004, the Department of Public Works is assessing its Sanitation organization. Improvements to accommodate the more efficient organization will commence in 2004 using prior year funding. In plan years 2005 through 2009 between \$1.5 million and \$2 million is provided annually for continuing improvements.

## Environmental Remediation

The six year plan provides approximately \$5.5 million or 1.8% of total funding for a variety of envi-

ronment related capital projects. Funding for this purpose ranges from \$685,000 in 2004 to \$1.3 million in 2005.

## PROGRAM CHANGES AND INITIATIVES

**Cash Financing Policy for the Relay Sewer Program:** The 2000 budget transferred the Relief and Relay Sewer Program from the city funded capital budget to the Sewer Maintenance Fund. As part of this transfer, a cash financing program will be developed for the Relay Sewer Program. Cash financing some of this program is appropriate because it maintains the condition of the current sewer infrastructure by annually replacing a portion of the sewer system. The major advantage of cash financing is the long term savings realized through debt service avoided. This policy will balance increased costs and future savings so as to make annual fee increases manageable and acceptable. Continuing implementation of this policy, the 2004 proposed budget will cash finance 36%, or \$7.8 million of the Sewer Maintenance Relay Program. The Sewer Fund is annually increasing the amount of capital it cash finances in each year until full cash financing is reached.

**Environment Projects Fund:** The city's only remaining landfill, the Hartung Quarry Landfill, is used to dispose of clean construction debris generated by city crews. Funding was provided in 2003 for testing and to prepare closure plans. That analysis confirmed that the construction fill the city deposits in Hartung is not contaminated. Therefore, a clay cap will not be necessary. Secondly, the remaining useful life was determined to be between five and seven years, rather than the anticipated one to two years. Ongoing testing is funded in the Environmental Remediation account. In 2009, \$100,000 is

provided to close and cap the landfill per Wisconsin Department of Natural Resources specifications.

**Concealed Irrigation and General Landscaping of City Boulevards:** In 2004, Forestry's capital budget includes \$196,500 in funding for installation of flower bed irrigation systems in newly constructed boulevards. This represents a change from the current practice of installing irrigation systems that water both turf and flower beds on boulevards. Installing boulevard irrigation systems that service only flower beds decreases capital expenditures, reduces future maintenance costs, and focuses resources on irrigating the boulevards' most important asset, flower beds.

**Sanitation Facility Maintenance and Modifications:** The 2003 capital budget included \$1.4 million for renovation of the Sanitation Section facility located at 35<sup>th</sup> and Hayes Streets and the joint Sanitation-Forestry facility at Industrial Road. The 35<sup>th</sup> and Hayes facility improvements include removal and reconstruction of deteriorated exterior walls, improvements to ensure ADA compliance, and storage shed and garage modifications. The Industrial Road facility project involves reconstruction of the Sanitation and Forestry vehicle garages. These projects are currently suspended while a comprehensive evaluation of Sanitation's organization is being performed. Expected to be completed in early 2004, improvements to implement the new organization will commence in mid-2004 utilizing prior years' funding.

# HEALTH AND SAFETY

The city's strategic plan sets the goals of making Milwaukee safer, and improving its environmental health and the personal health of its residents. Health and safety are also critical components of two other strategic goals; a strong local economy and stable, attractive neighborhoods.

Capital projects in the health and safety category make the Fire, Police, and Health Departments - the primary providers of public health and safety services - more effective at what they do. The projects described in this section provide them with more useful, efficient, aesthetic settings for many of their interactions with Milwaukee residents.

Funding for health and safety totals \$83.6 million and accounts for 7.2% of total funding. Figure 10 shows projected funding levels for health and safety capital projects. As the remainder of this section explains, most of that funding improves facilities for the Fire, Police, and Health Departments. Map 1 shows the location of all engine houses, police district stations, and public health centers.

## Fire

Funding for Fire Department capital improvement projects total \$39.7 million over six years, or 47.5% of total health and safety funding. Across the six year plan, funding for Fire Department projects ranges

Map 1

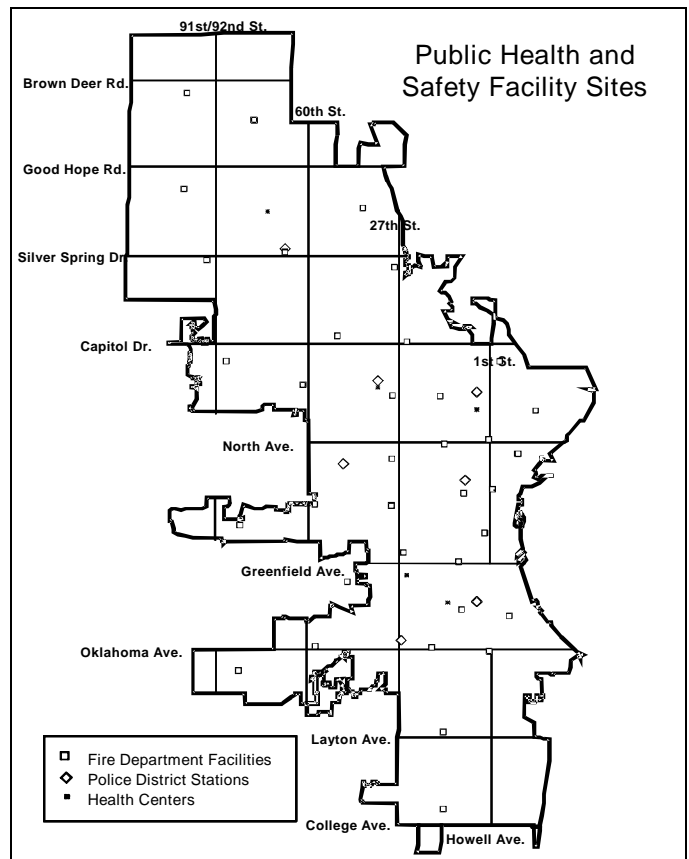
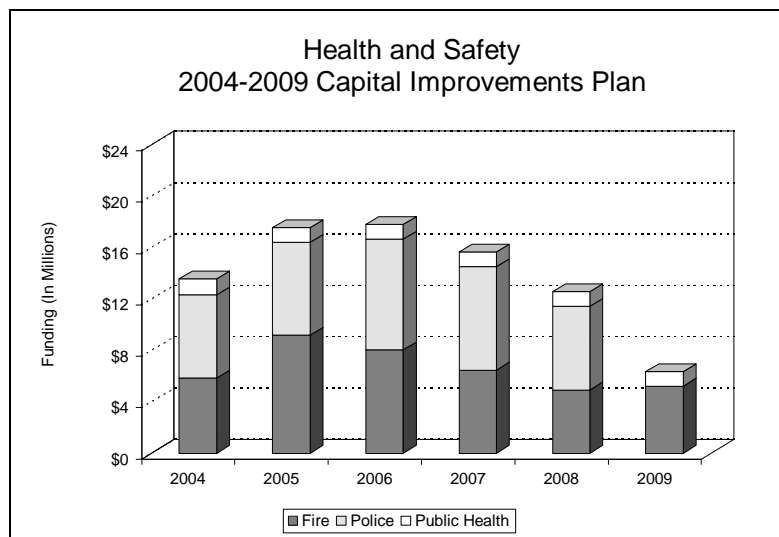


Figure 10



from \$4.9 million in 2008 to \$8 million in 2006. This includes \$15.5 million for fire major capital equipment and \$10.7 million for a new Fire Equipment Repair Shop.

## Police

The six year plan provides \$36.9 million, or 44.2% of total health and safety funding for Police Department capital improvement projects. The renovation of the Police Administration Building and parking garage utilizes \$18.1 million. Total cost including prior year funding will be \$24.7 million. Replacement of the department's radio system with a flexible trunked system at a city cost of \$12 million (including prior year funding) will be completed in 2005. The total cost includes \$5 million of funding in 2004.

## Health

Health Department capital improvement projects include maintenance of five public health centers. Funding for this purpose totals approximately \$6.9 million, or 8.3% of total health and safety funding in

the 2004-2009 Capital Improvements Plan. This funding level is an increase over past years. Working with the Health Department, the Budget and Management Division determined the increase is needed to effectively maintain the department's facilities.

---

## PROGRAM CHANGES AND INITIATIVES

**Fire Equipment Replacement Program.** The 2004-2009 capital plan includes \$15.5 million to continue the equipment replacement program initiated in the 2001 budget. In 2002, acquisition of replacement fire equipment was shifted from the operating budget to the capital budget because fire equipment, including pumper trucks, ladder trucks, and paramedic ambulances, are long lived, high value assets. The 2004 proposed budget includes \$3.8 million for the purchase of three pumper engines, four ladder trucks, and two paramedic ambulances.

**Fire Repair Shop Design and Construction:** The current Fire Repair Shop was constructed in 1928, and reflects the needs of the department during the 1920's and 1930's. Since then, the types of vehicles being repaired have changed dramatically (in both size and technology) and the existing facility is inadequate to meet the maintenance needs of the department. The 2002 budget included \$150,000 to study the needs of the Fire Department's and the Department of Public Works' fleet maintenance facilities. This study is now complete, and recommends that the MFD design and construct a new repair facility rather than remodeling the existing site. The estimated cost of this new facility is approximately \$10.7 million over a two to three year period. The 2004 proposed budget includes \$1.8 million for the first phase of this project.

**Police Administration Building (PAB) Remodeling Project:** The six year plan includes \$18.1 million in addition to \$6.6 provided in years 2000 through 2003, for renovation of the Police Administration Building and garage. Projects include office and entrance remodeling, reconstruction of the garage floor, upgrading of the HVAC system, elevator replacement, and asbestos abatement. Total cost is estimated to be \$24.7 million.

**Digital Radio System:** The 2004-2009 plan includes \$10 million of city funding in addition to \$2 million of city funding and \$3 million of grant funding provided in 2003. Additional grants are possible, which may bring the overall funding of this project to \$18.8 million. The new digital radio system is required to meet new FCC transmission standards effective in 2005. The digital system utilizes modern technology, known as radio trunking, to provide the most efficient use of available radio channels or frequencies. Through radio trunking several users are able to communicate across a given frequency at the same time. This will allow Police and Fire personnel to more quickly communicate with one another and with other agencies in emergency situations.

**Health Department Facilities:** During 2002, the Health Department performed a comprehensive assessment of the capital needs for its five health center buildings. Accessibility considerations prompted increased funding to \$250,000 annually for interior and exterior projects related to the Americans with Disabilities Act (ADA) requirements. Exterior projects, such as roof replacement and tuckpointing total \$2.3 million during the six year plan. Mechanical systems replacement (such as boilers and HVAC's) totals \$2.3 million over the 2004-2009 plan.

**Keenan Renovation for Health Department's Tuberculosis Clinic:** In 2003, the Health Department received approval to move its Tuberculosis Clinic to the Keenan Health Center from the Southside Health Center in an effort to make services more accessible to clients. The basement of the Keenan facility will be extensively renovated to accommodate this needed clinical and office space. The 2004 proposed budget provides \$300,000 for this project. This project is needed because existing clinical space was determined to be insufficient after the Sexually Transmitted Disease Clinic moved in to the Keenan Health Center.

# ECONOMIC DEVELOPMENT

Market forces that are beyond the direct control of public officials are the most important determinants of economic growth and activity in Milwaukee. However, the city does play a key role as a facilitator in creating the proper environment, urban design, and business climate within which the private sector can innovate, grow, and prosper. Economic development capital spending should be used to increase the overall attractiveness of the city for private sector investment. For example, since 1976, city capital spending in active tax incremental districts has increased property values by approximately \$446 million in real terms.

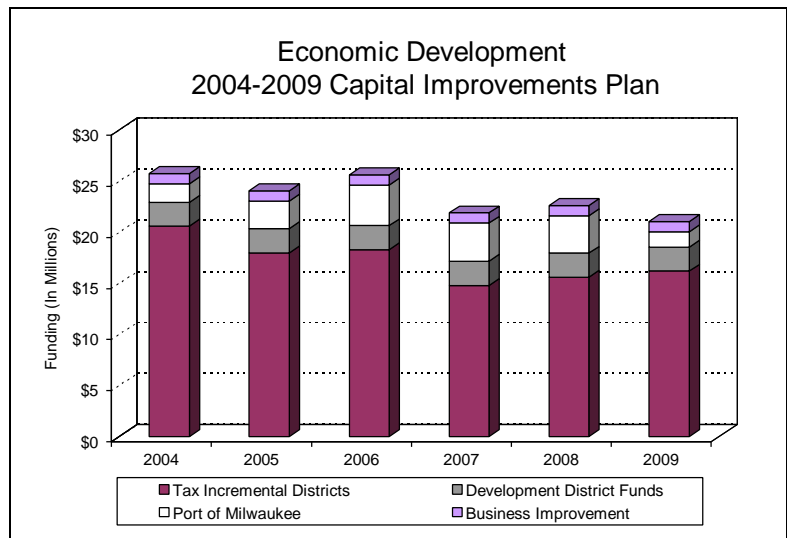
Economic development capital improvement projects consist of tax incremental districts, business improvement districts, development district funds, and targeted business loans. The six year plan includes approximately \$141.1 million, or 12.2%, of total funding for economic development projects. Figure 11 shows projected funding levels in the 2004-2009 Capital Improvements Plan.

## Tax Incremental Districts (TIDs)

The capital budget appropriates general obligation borrowing to finance public improvements and loans in tax incremental districts. The resulting developments are anticipated to increase property value. Debt service and interest are subsequently paid back with the incremental taxes generated through the district's increased property values. Of the total amount of funding for economic development in the 2004-2009 capital plan, \$103.5 million, or 73.4% is for TIDs.

TID debt is generally considered self-supporting since revenues will eventually pay back expenditures. Each year, TID borrowing authority is provided to finance both new and existing districts. In 2004, \$20.6 million (\$19 million borrowing and \$1.6 million cash revenue) is provided for TIDs to facilitate a number of developments, including infrastructure for ongoing redevelopment after removal of the Park East Freeway. Capital funding for 2005 to 2009 ranges from \$14.8 million to \$18.3 million.

Figure 11



## Business Improvement Districts (BIDs)

Business improvement capital funding consists of the Business Improvement District Loan Fund and Neighborhood Commercial District Street Improvement Fund. Business improvement funding totals \$6 million, or 4.3%, of economic development capital projects over the six year plan.

Business improvement funding totaling \$1 million per year is provided in the six year plan. There are approximately one to two BID capital improvement projects and one to two Neighborhood Commercial District Street Improvement projects funded each year.

## Development District Funds

Development funds include the Advance Planning Fund and the Development Fund Account. Funding totals \$14.1 million and accounts for 10% of economic development funding in the six year plan. Funding for this purpose will be \$2.35 million annually.

## Port

In the six year plan, funding provided to the Port of Milwaukee totals \$17.45 million or 12.4% of eco-

conomic development capital projects over the six year plan. This includes \$8.95 million from state grants to rehabilitate and improve Port facilities. In the six

year capital plan, funding for the Port ranges from \$1.5 million in 2009 to \$4 million in 2006.

## PROGRAM CHANGES AND INITIATIVES

**Tax Incremental Districts:** The year 2003 has been a very active year for TIDs. The removal of the Park East Freeway on the northside of downtown is continuing. Redevelopment of the Park East's 23 acres is projected to increase the downtown tax base of at least \$100 million over the next several years. Another high visibility project is the transformation of the former Capitol Court Shopping Mall into a neighborhood town center with a main street mixed retail area. This project is expected to revitalize the surrounding neighborhoods. Recently, the city acquired the former Milwaukee Road Rail Yard, an approximately 140 acre parcel in the Menomonee Valley. Preparation of clean, buildable industrial sites includes demolition of buildings and foundations, removal of derelict brick sewers, environmental cleanup, filling, and mass grading. Sales to private end users are expected to begin in 2005.

During the 2004-2009 Capital Improvements Plan years, \$14.8 million to \$20.6 million is provided annually to further TID development. The recently completed new Sixth Street Viaduct will provide at grade access to the Menomonee River Valley. Combined with the reconstruction and extension of West Canal Street from Sixth Street to the Miller Park Baseball Stadium and the soon to be redeveloped rail yard, the city foresees great opportunities in redeveloping the Valley for commercial and recreational uses.

Several other new projects are being developed for the plan years 2004 to 2009. They include office building related improvements, further commercial and residential projects, and industrial projects. Areas being considered include the Solvay Coke site, 62<sup>nd</sup> Street and Mill Road, and technology and busi-

ness parks. Table 4 provides a summary of the 38 active TIDs.

**Business Improvement Districts:** The 2004-2009 Capital Improvement Plan contains \$500,000 annual funding in the business improvement district capital account. This provides for loans to fund capital improvement projects such as new streetlights, public art, or sidewalk improvements. These loans are made to business improvement districts and are

Table 4

TID #	Project Name	Year Created	Property Value When Created in 2002 Dollars	Property Value as of 2002	Percent Real Property Value Increase
5	Theater District	1985	\$1,457,424	\$89,315,000	6,028%
11	Historic Third Ward	1988	44,806,657	89,315,400	99%
14	Historic King Place	1990	432,613	2,172,000	402%
15	Steeltech	1991	803,870	4,880,400	507%
17	Curry-Pierce	1992	850,262	2,867,400	237%
18	New Covenant	1992	154,255	2,730,600	1,670%
20	Florida Yards	1993	3,766,197	5,867,400	56%
21	North Avenue Jobs Bank	1993	2,128,796	5,033,600	136%
22	Beer-line "B"	1993	9,663,182	35,875,100	271%
23	City Hall Square	1994	5,892,028	20,729,800	252%
24	Riverworks Industrial Center	1994	7,323,217	47,285,400	546%
25	Calumet Woods	1994	448,172	10,381,800	2,216%
27	Clarke Square Mega Mart	1995	1,971,109	12,682,200	543%
28	City Homes	1995	916,853	8,015,000	774%
29	Park East II	1995	1,050,243	41,366,700	3,839%
30	Library Hill	1996	16,127,938	21,031,600	30%
31	Milwaukee Street	1996	16,961,509	29,208,100	72%
32	King Drive and Walnut	1996	2,923,002	7,375,400	152%
33	United Health	1997	7,663,404	20,154,900	163%
34	Third Ward RiverWalk	1997	6,486,936	25,571,600	294%
35	27th and Wisconsin	1998	2,473,018	1,754,200	-29%
36	Granville Park	1998	1,786,749	29,079,100	1,527%
37	Grand Avenue	1998	66,571,167	95,474,800	43%
38	S 5th St and W Grange	2000	221	200	10%
39	City Center Hilton	2000	26,337,581	39,056,100	48%
40	West North Ave.	2000	4,119,489	10,254,200	149%
41	Harley RiverWalk	2000	12,411,974	24,459,500	97%
42	Capitol Court	2000	7,476,986	10,061,300	35%
43	21st and North Retail Center	2001	511,003	917,900	80%
44	Locust/ Walnut Residential	2001	33,970,534	39,265,200	16%
45	Wilson Commons	2001	1,472,925	428,200	-71%
46	New Arcade Project	2001	14,218,205	16,887,700	19%
47	875 East Wisconsin	2002	21,131,800	21,131,800	0%
48	Park East Freeway Removal	2002	27,727,300	27,727,300	0%
49	Cathedral Place	2002	2,052,700	2,052,700	0%
50	Solar Paint	2002	300	300	0%
51	Granville Station	2003	*	*	*
52	Sigma-Aldrich Corporation	2003	*	*	*
<b>Totals</b>			<b>\$354,089,619</b>	<b>\$800,409,900</b>	<b>126%</b>

\*Newly established. Information is currently unavailable



repaid over time by funds the district assesses on itself. These payments are designed to be sufficient to cover associated interest costs of the loans.

As Table 5 indicates, several business improvement districts have chosen to make significant capital investments in their areas through this loan program including: Historic Third Ward (BID #2), RiverWalk (BID #3), Avenues West (BID #10), Brady Street (BID #11), Oakland Avenue (BID #13), Downtown Riverwalk (BID #15), Uptown Triangle (BID #16), Villard Avenue (BID #19), the North/Prospect/Farwell Avenues (BID #20), Riverworks (BID #25) and Burleigh Street (BID #27). In 2004, new BIDs such as North Avenue Gateway District, Teutonia/Capitol/Atkinson area, Northern Junction, and the Fifth Ward will begin implementation of their planned improvements. Other BIDs with continuing phases include lighting for the Uptown Triangle (BID #16) and West Burleigh Street (BID #27). The Valley (BID #26) will be active in conjunction with the Sixth Street Viaduct and Canal Street reconstruction and TID redevelopment.

**Neighborhood Commercial District Street Improvement Fund:** This capital account enables the city to form public/private partnerships with neighborhood merchant associations to upgrade the appearance of commercial streets located outside of the downtown area.

The Neighborhood Commercial District Street Improvement Fund is often used to match capital investments that business improvement districts make in their district. This fund will provide a 50% match (up to \$500,000) for capital improvements in BIDs. In the 2004-2009 plan, \$500,000 is provided annually. This level of funding is sufficient to provide matching funds for one or two projects per year.

**Pier, Berth, and Channel Improvements:** The 2004-2009 capital plan provides \$1.8 million in city fund-

Table 5

Capital Investments in Active Business Improvement Districts			
BID #	BID Name	Outstanding BID Loan Amount	Neighborhood Commercial Improvement
2	Historic Third Ward	\$688,800	\$0
3	RiverWalk	343,000	0
4	Greater Mitchell Street	0	0
5	Westown	0	0
8	Historic King Drive	0	0
9	735 North Water Street RiverWalk	277,000	0
10	Avenues West	250,000	250,000
11	Brady Street Business Area	582,600	500,000
13	Oakland Avenue	192,560	16,000
15	Downtown RiverWalks	3,666,278	0
16	Uptown Triangle	625,000	625,000
17	Northwest Area/76th and Brown Deer	175,000	0
19	Villard Avenue	237,500	237,500
20	North/Prospect/Farwell Avenues	885,950	500,000
21	Downtown Management District	0	0
22	Edgewood/Oakland	0	0
25	Riverworks	500,000	500,000
26	The Valley	0	0
27	Burleigh Street	37,500	37,500
28	North Ave Gateway District	0	0
29	Teutonia/Capitol/Atkinson	0	0
30	Northern Junction	0	0
31	Fifth Ward	0	0
32	Avenues Point	0	0
33	Havenwoods	0	0

ing to maintain and improve channels, berths, and piers on the South Harbor Tract of the Port. Improvements will be made in the mooring basin, at the city heavy lift dock, and in the outer harbor. The State of Wisconsin Harbor Assistance Program will provide \$7.2 million for this purpose through the six-year plan.

**Port Security:** The Federal Department of Homeland Security has directed increased port security measures as a result of the events of September 11, 2001 and the ongoing terrorist threat. The 2004-2009 capital plan provides \$450,000 in city funding to upgrade port security measures to be supplemented by a \$250,000 federal grant.

## CULTURE AND RECREATION

Culture and recreation capital improvement projects include public libraries, recreational facilities, and the Municipal Art Fund. In the 2004-2009 capital plan, approximately \$19.6 million, or 1.7% of total funding is provided for culture and recreation projects. Figure 12 shows the 2004-2009 Capital Improvements Plan for these projects.

The city invests in culture and recreation in order to strengthen the city's neighborhoods and to build on the city's role as the "cultural hub" of the metropolitan area. Public libraries and recreational facilities provide stability to the city's neighborhoods by creating places for residents to learn and play close to home. By maintaining and upgrading its cultural and recreational facilities, Milwaukee is able to enhance the quality of life for all city residents.

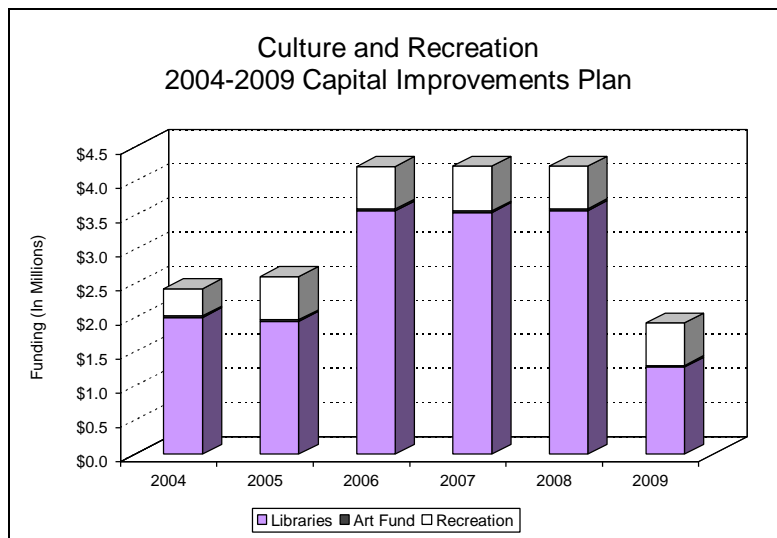
### Libraries

Funding for public libraries in the plan totals \$15.9 million, or 81.1% of total funding for culture and recreation projects. Of this amount, approximately \$8.9 million is for Central Library projects and \$7 million is for neighborhood library projects. In 2004, \$2 million is provided with funding ranging from \$1.3 million to \$5 million in the remaining five years of the plan.

### Municipal Art Fund

The 2004-2009 plan provides \$150,000, or .8% of culture and recreation funding for the Municipal Art Fund. This \$25,000 annual amount provides for visual arts in newly constructed or remodeled city owned buildings. The Milwaukee Arts Board de-

Figure 12



termines the allocation of funds to be expended on works of art for construction projects.

### Recreation

Recreational facilities include playgrounds and totlots located in neighborhoods throughout the city. In the 2004-2009 plan, nearly \$3.6 million, or 18.2% of total funding for culture and recreation projects is provided for renovation and maintenance of existing totlots. Funding for recreational facilities in 2004 includes \$400,000 reconstruction of children's play areas to comply with the Americans with Disabilities Act (ADA), including the restoration of a baseball diamond. From 2005 through 2009 funding averages \$633,000 and includes additional projects such as tennis court reconstruction at a number of locations.

## PROGRAM CHANGES AND INITIATIVES

**Central Library Remodeling Projects:** The 2004-2009 plan provides \$3.9 million for remodeling projects including converting administrative areas to public space and reclaiming storage space for administrative functions. Much of the current storage areas are over crowded. Administrative areas were last renovated in 1984. Since then, workload and technology have changed tremendously. The cur-

rent third floor layout is poorly utilized and in great need of renovation. Centennial Hall lighting, carpeting, and painting will be updated in 2005.

**Central Library Improvements:** Funding of \$5 million is provided in the six year plan for various mechanical upgrades such as a new heating ventilation and air conditioning (HVAC) system, safety im-

provements to the paging and fire alarm systems, and an upgraded, integrated closed circuit camera security system. Other aspects of the plan maintain the Central Library's historic appearance.

**Neighborhood Library Remodeling:** Renovations will begin in 2006 at the Tippecanoe Library. In the following years the East Library and Mill Road branches will be renovated. Over the six year plan, \$2.8 million is provided for this purpose.

**Neighborhood Library Improvements:** During the six year plan, \$4.2 million will be used for branch exterior and interior improvements. This includes

completion of window replacement with energy efficient thermalpane windows. Other improvements include roof replacement, tuckpointing for masonry and brick walls, and sidewalk replacement.

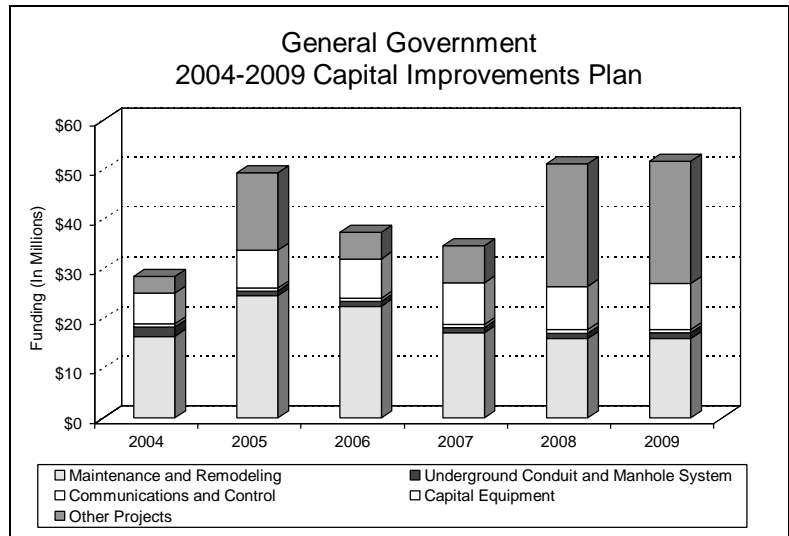
**Recreational Facilities:** City owned totlots, playfields, and playgrounds provide recreational opportunities for city residents. The 2004-2009 Capital Improvements Plan provides \$3.6 million to improve recreation facilities. This funding will reconstruct approximately eight facilities each year. Those facilities selected will be based upon visual surveys of condition, as well as comments received by patrons.

## GENERAL GOVERNMENT

General government capital improvement projects consist of maintenance and remodeling of city owned buildings and facilities and other special capital projects, as well as operation and maintenance of the city's underground conduit and communication systems. These projects and programs provide buildings, equipment and facilities in proper condition and configuration for city employees to meet the city's service delivery, public safety, and environment strategic goals.

In the six year plan, approximately \$253.2 million is provided for these purposes, which accounts for 22% of total funding. Figure 13 shows projected funding levels for general government capital improvement projects for 2004-2009.

Figure 13



### Maintenance and Remodeling

The Department of Public Works Buildings and Fleet Division is responsible for maintenance and repair of approximately 160 city buildings. In addition, the division provides architectural and mechanical planning and design services for most city remodeling projects.

Criteria used to determine maintenance and remodeling needs include: (1) age and condition; (2) safety and security; (3) accessibility; (4) space needs; (5) organizational needs; (6) technological and communication needs; (7) current and future needs of city departments; and (8) operational savings or service delivery improvements generated by a project.

A computerized Facilities Condition Index (FCI) aids in evaluating building conditions and prioritizing maintenance and repair needs. The citywide FCI is used to develop an overall cyclical maintenance program and concentrate more resources on preventative maintenance programs.

In 2001, the Department of Public Works conducted a comprehensive facility condition assessment. This

effort updated a 1995 facility condition study performed by consultants. DPW staff performed extensive on site inspections to determine the physical condition of 109 city buildings and recreational facilities. A thorough visual inspection of all infrastructure, structural, electrical, mechanical, and roof components in each building was performed. All maintenance, repair, equipment replacement, and safety needs were identified and detailed. Cost estimates for needed maintenance and improvements were based on standard pricing for similar buildings. This information will be useful in determining if a facility should be repaired, replaced, or consolidated. Such information will be used to prioritize capital projects to most efficiently utilize maintenance and capital funds.

The six year plan provides approximately \$112.9 million for remodeling and maintenance of city facilities. This includes remodeling of office space; upgrade of interior systems such as the HVAC, plumbing and electrical systems; and exterior building repairs. These projects account for 44.6% of the total general government capital improvement projects. For discussion of the more significant projects, refer to the "Program Changes and Initiatives" section.

## **Major Capital Equipment**

Beginning in 2002, durable equipment items with a per unit cost of \$50,000 or more are included in the capital budget. The objective of this program is to make timely replacements of equipment that is beyond economical repair to maintain service delivery levels to residents. Over 1,500 pieces of “major” equipment used by several Department of Public Work divisions are included in this program ranging from dump trucks and garbage packers to street sweepers. Funding to purchase DPW equipment is \$47.9 million or 18.9% of general government funding during the plan. Fire equipment is classified in the Fire Department capital plan.

## **Other Projects**

The six year plan provides approximately \$81.3 million, or 32.1% of total general government capital funding for other projects. This includes \$40.2 million for DPW Menomonee Valley Facilities Relocation described later in this section. Unspecified capital projects at the time the plan was completed account for \$39.5 million of total funding for other projects. This funding is necessary to ensure an adequate level of financial support for future general government capital projects.

## **Communications and Control**

The city’s communications and control resources consist of telephone systems, cellular telephones, data communications, systems, Fire and Police communications, security and alarm systems, street lighting and traffic signal control systems, two way radio antenna connection systems, and video communications systems. The cable and equipment used connect these systems is a critical part of the city’s infrastructure. The communication and control program contributes to the attainment of several city-wide strategic goals including: protecting citizens from crime and fire hazards, strengthening Milwaukee’s neighborhoods, and ensuring residents and businesses obtain high value from and pay a fair cost for services provided by the city.

The city’s telephone system, including Fire and Police, provides approximately 5,700 telephones for over 8,000 employees at 150 site locations. These include telephone lines for approximately 235 fax

machines. Voice mail services are provided to approximately 1,250 city employees, and approximately 750 pages and 800 cellular telephones are in use by city employees.

The City of Milwaukee Optical Network (COMON) is a system of copper and fiber optic cables, most of which reside in the city’s 540 miles of underground conduit. The underground conduit system grids the city and protects copper and fiber optic cables from inclement weather, accidents, and vandalism. The city’s optical network includes over 100 miles of fiber optic cable providing data communications to 100 sites. The network is designed in the shape of a ring providing redundant paths to key locations. The key locations serve as distribution points for telecommunications services to other city facilities. The network supports voice, video, and data over multiple high-speed communication links. This network is designed for near 100% reliability. This reliability is critical to community safety and the efficient delivery of public services.

The COMON currently provides data and other communication services to Buildings and Fleet, Department of City Development, Forestry, Health Department, Infrastructure Services, Police Department, Sanitation, Tow Lot, Fire Department, Library, Municipal Court, Port of Milwaukee and Water Works locations. Several important services are provided through a combination of COMON and the extensive copper cabling infrastructure owned by the City of Milwaukee. Telemetry provides information and control for water distribution and sewer monitoring and pump control. These systems help ensure adequate water pressure and prevent sewer backup and backwater problems.

In the six year plan, approximately \$4 million, or 1.6% of total funding for general government capital improvement projects is provided for the city’s communication system which includes telecommunications, voice, data and video service circuits, interconnecting phones, computers, alarms, and radios. This will enhance the city’s cable plant by extending it to locations in need of data interconnection services. The plan focuses on the Fire Department, Department of City Development Housing Authority, and public libraries.

**Underground Conduit and Electrical Manhole Programs**

The Underground Conduit and Manholes Program provides a secure, weatherproof routing network for city communications cables, signal controlled traffic intersection cables, and street lighting cable circuits. The city has a network of 540 miles of underground conduit and over 7,300 manholes providing communication links to over 200 building and yard sites, 76,000 street lamps, and 700 traffic signaled intersections. Approximately 1.5 to 2 miles of conduit and 14 manholes are installed or replaced each year. Whenever possible, expansion or reconstruction of the underground conduit system is planned to coincide

with street reconstruction, urban development, and private construction projects.

Funding totaling \$7 million, or 2.8% of general government capital improvement projects is provided for maintenance and expansion of the city's underground conduit system as well as for repair and replacement of various underground electrical manholes throughout the city. Funding for these purposes is budgeted for \$1.9 million in 2004 including a \$900,000 grant largely in preparation for reconstruction of the Marquette Interchange. City funding remains at an average of \$1 million per year throughout the six year plan.

---

**PROGRAM CHANGES AND INITIATIVES**

**City Hall Restoration Program:** Milwaukee's City Hall is an architecturally significant landmark building listed on the National Register of Historic Places. The 2004-2009 plan includes funding of \$19.3 for city hall restoration. Total cost is estimated at \$31.7 including funding from prior years.

Two studies of the city hall structure were conducted in 2000 and 2001. The initial consultant study consisted of a detailed, "hands-on" visual condition survey of the exterior of the building. A close inspection occurred including rappelling down the sides of the building.

The information gathered by the initial study formed the basis for the second, in-depth investigation. The objective of this phase was to determine the severity and causes of the distressed conditions. Extensive work including disassembly of particular parts of the building was conducted and the scope of the repairs required was determined. The second phase study was critiqued by a peer review committee regarding the repair approach. A cost estimate and construction plan was devised and the project cost was estimated at approximately \$44 million over five to six years.

The restoration costs estimates underwent further analysis by the administration and several funding changes have been made. The hollow sidewalk phase of the City Hall Restoration Program has been moved into a separate capital account titled "City Hall Hollow Walk Replacement" and is funded at \$6

million in 2006. Due to the expected construction timeline, the walks could not be replaced until restoration of the building is nearly complete or completed. Creating a separate capital account provides for the opportunity of lowering costs by bidding this portion of the project out separately. Replacing decorative details currently not on the building, estimated at \$1.2 million, has been removed from the project while the city looks into alternative funding sources. The city has applied for historic preservation grants and is exploring other alternative, private funding mechanisms. The plan also reduces funding for the slate roof repairs on the main section of the building by \$1.5 million, utilizing the original cost estimates provided by Wiss, Janney, Elstner Associates, Inc., the firm that compiled the phase two report of exploration and remedial stabilization.

This multi-year project will restore the exterior façade and roofs of city hall to ensure water tight, energy efficient, and safe condition. Extensive repairs are needed to address age related deterioration of key exterior elements such as the brick, terra cotta, sandstone, windows, embedded structural steel, and copper roofing.

In addition, a Historic Structures Report was written by consultants who are experts in historic preservation to obtain historic landmark status from the National Park Service. This may allow the city to seek federal funding for a portion of this project.

**City Hall Hollow Walk Replacement:** Funding in 2006 includes \$6 million for the replacement of the hollow sidewalks around city hall. Due to the expected construction timeline of the City Hall Restoration Program, the walks could not be replaced until restoration of the building is nearly complete or completed. This project addresses the structural deterioration of the hollow, vaulted sidewalks around city hall and includes funding for the necessary structural analysis, removal of the hollow walk, foundation repairs, membrane water proofing, and sidewalk and hollow walk replacement.

**Municipal Garage and Outlying Facilities Development Program:** Several DPW facilities including the Municipal Garage, are in need of repair, replacement, or consolidation. These improvements will improve workflow layouts, replace outdated mechanics' equipment to improve vehicle repair efficiency and safety, and replace outdated building systems to meet current building codes for energy efficient lighting, HVAC and digital controls, and fire and life safety systems. Future improvements of the Central Municipal Garage shall incorporate the findings of the recently completed "Consolidated Municipal Garage Fire Repair Facility Study Project," funded in 2002. While the study determined that combining Fleet Services and the Fire Repair Shop operations would not work, it suggested a number of improvements to provide better service for municipal equipment, and, therefore, to the residents who are served by the equipment. Approximately \$20.7 mil-

lion is provided in the 2004-2009 plan for this purpose.

**Major Capital Equipment:** In the 2004-2009 plan, \$47.9 million is provided for major capital equipment. Major capital equipment is durable equipment with an original unit cost of \$50,000 or more. It includes equipment ranging from dump trucks and garbage packers to specialized equipment such as a directional boring machine for conduit installation. Total funding of \$6.1 million is provided in 2004 for this equipment and annual funding increases gradually to approximately \$9.2 million in 2009.

**Menomonee Valley Facilities Relocation:** As part of the city's effort to encourage business development in the Menomonee Valley, which includes the new Sixth Street Viaduct and the extension of Canal Street to the Miller Park Baseball Stadium, the city is exploring the opportunity to relocate its Infrastructure, Sewer, Electrical Services, and Building Services Garages and offices from their current locations on Canal Street in the Menomonee Valley. In 2004, \$2.5 million is included for design and preliminary site preparation for the relocation of those facilities. In 2005, \$11.3 million is funded for the first of a multi-phase facilities relocation. In plan years 2008 and 2009, \$13.2 million each is allocated for follow-on relocation of additional facilities. Overall, \$40.2 million is planned to relocate these facilities.

**TABLE 6**  
**2004 - 2009 Capital Improvements Plan**

	2003 ADOPTED BUDGET	2004 ADOPTED BUDGET	2005 BUDGET PLAN	2006 BUDGET PLAN	2007 BUDGET PLAN	2008 BUDGET PLAN	2009 BUDGET PLAN	TOTAL DRAFT SIX-YEAR PLAN
<b>SPECIAL CAPITAL PROJECTS</b>								
Municipal Art Fund	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$150,000
Grant and Aid Fund	10,300,000	10,300,000	10,300,000	10,300,000	10,300,000	10,300,000	<b>\$10,300,000</b>	61,800,000
Technology Initiative	1,000,000	0	0	0	0	0	<b>\$0</b>	0
Unspecified Projects	0	0	3,665,000	5,300,000	7,500,000	11,500,000	11,500,000	39,465,000
<b>TOTAL SPECIAL CAPITAL PROJECTS</b>	<b>\$11,325,000</b>	<b>\$10,325,000</b>	<b>\$13,990,000</b>	<b>\$15,625,000</b>	<b>\$17,825,000</b>	<b>\$21,825,000</b>	<b>\$21,825,000</b>	<b>\$101,415,000</b>
<b>ADMINISTRATION</b>								
Server Consolidation/Storage Area Network (SAN)	\$0	\$0	\$306,000	\$49,000	\$24,000	\$0	\$0	\$379,000
FMIS eProcurement Project	0	0	390,000	0	0	0	0	390,000
Remodel 809 Building 4th Floor	811,500	0	1,400,000	0	0	0	0	1,400,000
FMIS Upgrade	0	630,000	0	0	0	0	0	630,000
<b>TOTAL ADMINISTRATION</b>	<b>\$811,500</b>	<b>\$630,000</b>	<b>\$2,096,000</b>	<b>\$49,000</b>	<b>\$24,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$2,799,000</b>
<b>DEPARTMENT OF NEIGHBORHOOD SERVICES</b>								
Remodeling Project Municipal Building and Anderson Building	\$260,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>TOTAL DEPARTMENT OF NEIGHBORHOOD SERVICES</b>	<b>\$260,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>DEPARTMENT OF CITY DEVELOPMENT</b>								
Neighborhood Commercial District Street Improvement Fund	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000	\$3,000,000
Business Improvement District	500,000	500,000	500,000	500,000	500,000	500,000	500,000	3,000,000
Tax Incremental Districts	14,000,000	20,600,000	18,000,000	18,300,000	14,800,000	15,600,000	16,200,000	103,500,000
Development Fund	1,700,000	2,200,000	2,200,000	2,200,000	2,200,000	2,200,000	2,200,000	13,200,000
Advance Planning Fund	150,000	150,000	150,000	150,000	150,000	150,000	150,000	900,000
<b>TOTAL DEPARTMENT OF CITY DEVELOPMENT</b>	<b>\$16,850,000</b>	<b>\$23,950,000</b>	<b>\$21,350,000</b>	<b>\$21,650,000</b>	<b>\$18,150,000</b>	<b>\$18,950,000</b>	<b>\$19,550,000</b>	<b>\$123,600,000</b>
<b>COMMON COUNCIL CITY CLERK</b>								
Remodel Work Area - Council Section	\$0	\$0	\$104,500	\$0	\$0	\$0	\$0	\$104,500
<b>TOTAL COMMON COUNCIL CITY CLERK</b>	<b>\$0</b>	<b>\$0</b>	<b>\$104,500</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$104,500</b>
<b>FIRE DEPARTMENT</b>								
Engine House 1 - Alterations (784 North Broadway)	\$0	\$0	\$1,180,000	\$0	\$0	\$0	\$0	\$1,180,000
Engine House 2 - Alterations (755 North James Lovell Street)	85,000	0	0	0	0	190,000	0	190,000
Engine House 6 - Alterations (1693 North Franklin Place)	0	0	0	0	0	1,300,000	0	1,300,000
Engine House 7 - Alterations (3160-74 South Chase Avenue)	0	0	0	0	1,290,000	0	0	1,290,000
Engine House 8 - Land Acquisition and New Building (5585 North 69th Street)	0	0	0	0	0	104,000	1,700,000	1,804,000
Engine House 9 - Floor Repairs (4141 West Mill Road)	50,000	0	0	0	0	0	0	0
Engine House 10 - Alterations (5600 West Oklahoma)	0	0	0	0	1,300,000	0	0	1,300,000
Engine House 12 - Alterations (1400 South 9th Street)	0	0	0	0	0	1,300,000	0	1,300,000
Engine House 17 - Expand and Remodel (4653 South 13th Street)	0	0	0	0	0	0	1,250,000	1,250,000
Engine House 22 - Alterations (8814 West Lisbon Avenue)	0	0	0	0	1,300,000	0	0	1,300,000
Engine House 34 - Alterations (6205 West Burleigh Street)	0	0	0	1,200,000	0	0	0	1,200,000
Fire Repair Shop Design and Construction	0	1,800,000	4,800,000	4,100,000	0	0	0	10,700,000
Computer Aided Dispatch System	2,500,000	0	0	0	0	0	0	0
Repair Fire Training Tower and Splashboard (6680 North Teutonia Avenue)	0	75,000	0	0	0	0	0	75,000
Major Capital Equipment	2,270,000	3,765,000	2,945,000	2,535,000	2,395,000	1,845,000	1,985,000	15,470,000
Ventilation System and Window Replacement - Various Locations	200,000	200,000	200,000	200,000	200,000	200,000	200,000	1,200,000
Floor Study - Repair and Replacement Account	0	0	0	0	0	0	100,000	100,000
Fire Training Facility Upgrade Feasibility Study	0	0	75,000	0	0	0	0	75,000
<b>TOTAL FIRE DEPARTMENT</b>	<b>\$5,105,000</b>	<b>\$5,840,000</b>	<b>\$9,200,000</b>	<b>\$8,035,000</b>	<b>\$6,485,000</b>	<b>\$4,939,000</b>	<b>\$5,235,000</b>	<b>\$39,734,000</b>



	2003 ADOPTED BUDGET	2004 ADOPTED BUDGET	2005 BUDGET PLAN	2006 BUDGET PLAN	2007 BUDGET PLAN	2008 BUDGET PLAN	2009 BUDGET PLAN	TOTAL DRAFT SIX-YEAR PLAN
<b>HEALTH DEPARTMENT</b>								
Client Tracking System Replacement	\$300,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Keenan Renovation for Tuberculosis Clinic	0	300,000	0	0	0	0	0	300,000
Mechanical Systems Maintenance Program - Various Health Dept Bldgs	267,000	375,000	623,000	175,000	554,000	225,000	325,000	2,277,000
Exterior Building Maintenance Program - Various Health Dept Bldgs	300,700	315,000	241,000	770,000	200,000	322,000	450,000	2,298,000
Interior Building Maintenance Program - Various Health Dept Bldgs	262,000	250,000	265,000	225,000	376,600	570,000	360,000	2,046,600
<b>TOTAL HEALTH DEPARTMENT</b>	<b>\$1,129,700</b>	<b>\$1,240,000</b>	<b>\$1,129,000</b>	<b>\$1,170,000</b>	<b>\$1,130,600</b>	<b>\$1,117,000</b>	<b>\$1,135,000</b>	<b>\$6,921,600</b>
<b>LIBRARY</b>								
<b>CENTRAL LIBRARY</b>								
Central Library Remodeling Fund	\$50,000	\$0	\$350,000	\$1,000,000	\$1,000,000	\$1,500,000	\$0	\$3,850,000
Central Library Improvements Fund	380,000	825,000	690,000	810,000	720,000	1,045,000	950,000	5,040,000
<b>NEIGHBORHOOD LIBRARIES</b>								
Neighborhood Library - Interior Renovation Program	0	0	0	950,000	1,000,000	850,000	0	2,800,000
Neighborhood Libraries Improvements Fund	560,000	1,175,000	905,000	805,000	820,000	175,000	325,000	4,205,000
<b>TOTAL LIBRARY</b>	<b>\$990,000</b>	<b>\$2,000,000</b>	<b>\$1,945,000</b>	<b>\$3,565,000</b>	<b>\$3,540,000</b>	<b>\$3,570,000</b>	<b>\$1,275,000</b>	<b>\$15,895,000</b>
<b>MUNICIPAL COURT</b>								
Court Case Management System	\$0	\$250,000	\$0	\$0	\$0	\$0	\$0	\$250,000
<b>TOTAL MUNICIPAL COURT</b>	<b>\$0</b>	<b>\$250,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$250,000</b>
<b>POLICE DEPARTMENT</b>								
Police Administration Building Remodeling	\$2,152,500	\$0	\$2,630,000	\$5,000,000	\$6,000,000	\$4,503,855	\$0	\$18,133,855
District Station Four Repairs	250,000	0	0	0	0	0	0	0
Digital Radio System	2,000,000	5,000,000	4,000,000	1,000,000	0	0	0	10,000,000
*****Grant & Aid*****	3,000,000	0	0	0	0	0	0	0
Training Academy Firing Range	0	950,000	0	0	0	0	0	950,000
Technology Upgrades	0	0	200,000	300,000	0	0	0	500,000
Academy Parking Lot	0	0	200,000	0	0	0	0	200,000
District Station Six Repairs	0	100,000	0	0	0	0	0	100,000
Evidence Storage Warehouse	0	425,000	150,000	150,000	0	0	0	725,000
District Station Five Generator	0	35,000	0	0	0	0	0	35,000
District Station Needs Assessment	0	0	50,000	50,000	50,000	0	0	150,000
District Station Seven Roof Replacement	150,000	0	0	0	0	0	0	0
Storage Building - 82nd and Keefe	0	0	0	125,000	0	0	0	125,000
ADA Compliance - Various Facilities	19,293	0	0	0	0	0	0	0
District Station Renovation	0	0	0	2,000,000	2,000,000	2,000,000	0	6,000,000
<b>Grant and Aid</b>	<b>\$3,000,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total City Funding</b>	<b>\$4,571,793</b>	<b>\$6,510,000</b>	<b>\$7,230,000</b>	<b>\$8,625,000</b>	<b>\$8,050,000</b>	<b>\$6,503,855</b>	<b>\$0</b>	<b>\$36,918,855</b>
<b>TOTAL POLICE DEPARTMENT</b>	<b>\$7,571,793</b>	<b>\$6,510,000</b>	<b>\$7,230,000</b>	<b>\$8,625,000</b>	<b>\$8,050,000</b>	<b>\$6,503,855</b>	<b>\$0</b>	<b>\$36,918,855</b>
<b>PORT OF MILWAUKEE</b>								
Dockwall Rehabilitation	\$0	\$100,000	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$1,350,000
Harbor Maintenance Dredging	0	0	200,000	0	0	100,000	0	300,000
*****Grant & Aid*****	0	0	800,000	0	0	400,000	0	1,200,000
Cargo Handling Equipment	0	0	50,000	375,000	0	150,000	0	575,000
Analyze and Upgrade Sewer System	0	0	250,000	0	0	0	250,000	500,000
Pier, Berth, and Channel Improvements	400,000	200,000	200,000	600,000	400,000	200,000	200,000	1,800,000

	2003 ADOPTED BUDGET	2004 ADOPTED BUDGET	2005 BUDGET PLAN	2006 BUDGET PLAN	2007 BUDGET PLAN	2008 BUDGET PLAN	2009 BUDGET PLAN	TOTAL DRAFT SIX-YEAR PLAN
*****Grant & Aid*****	1,600,000	800,000	800,000	2,400,000	1,600,000	800,000	800,000	7,200,000
New Crane - Heavy Lift Equipment	0	0	0	0	0	1,500,000	0	1,500,000
Rail Track and Service Upgrades	0	100,000	0	100,000	0	100,000	0	300,000
*****Grant & Aid*****	0	100,000	0	100,000	0	100,000	0	300,000
Rail/Water Transfer Facility	0	0	0	0	1,500,000	0	0	1,500,000
Demolish Deteriorated Facilities and Grade Sites	0	0	75,000	75,000	0	75,000	0	225,000
Port Security	0	250,000	100,000	100,000	0	0	0	450,000
*****Grant & Aid*****	0	250,000	0	0	0	0	0	250,000
<b>Grant and Aid</b>	<b>\$1,600,000</b>	<b>\$1,150,000</b>	<b>\$1,600,000</b>	<b>\$2,500,000</b>	<b>\$1,600,000</b>	<b>\$1,300,000</b>	<b>\$800,000</b>	<b>\$8,950,000</b>
<b>Total City Funding</b>	<b>\$400,000</b>	<b>\$650,000</b>	<b>\$1,125,000</b>	<b>\$1,500,000</b>	<b>\$2,150,000</b>	<b>\$2,375,000</b>	<b>\$700,000</b>	<b>\$8,500,000</b>
<b>TOTAL PORT OF MILWAUKEE</b>	<b>\$2,000,000</b>	<b>\$1,800,000</b>	<b>\$2,725,000</b>	<b>\$4,000,000</b>	<b>\$3,750,000</b>	<b>\$3,675,000</b>	<b>\$1,500,000</b>	<b>\$17,450,000</b>
<b>DPW ADMINISTRATIVE SERVICES DIVISION</b>								
DPW Environmental Projects Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$100,000	\$100,000
Public Safety Communications	626,000	626,000	645,000	664,000	684,000	704,000	725,000	4,048,000
<b>TOTAL DPW ADMINISTRATIVE SERVICES DIVISION</b>	<b>\$626,000</b>	<b>\$626,000</b>	<b>\$645,000</b>	<b>\$664,000</b>	<b>\$684,000</b>	<b>\$704,000</b>	<b>\$825,000</b>	<b>\$4,148,000</b>
<b>DPW OPERATIONS DIVISION</b>								
<b>Sanitation Projects</b>								
Sanitation Headquarters Modification - Various Sites	\$1,354,000	\$0	\$2,000,000	\$1,500,000	\$2,000,000	\$2,000,000	\$2,000,000	\$9,500,000
<b>Subtotal - Sanitation Projects</b>	<b>\$1,354,000</b>	<b>\$0</b>	<b>\$2,000,000</b>	<b>\$1,500,000</b>	<b>\$2,000,000</b>	<b>\$2,000,000</b>	<b>\$2,000,000</b>	<b>\$9,500,000</b>
<b>Forestry Projects</b>								
Concealed Irrigation and General Landscaping - City Boulevards	\$381,000	\$196,500	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$1,196,500
Planting Trees, Shrubs, and Evergreens (Paving) Various	448,485	600,000	600,000	600,000	600,000	600,000	600,000	3,600,000
Greenhouses (Intergovernmental Agreement with Milwaukee County)	150,000	0	0	0	0	0	0	0
<b>Subtotal - Forestry Projects</b>	<b>\$979,485</b>	<b>\$796,500</b>	<b>\$800,000</b>	<b>\$800,000</b>	<b>\$800,000</b>	<b>\$800,000</b>	<b>\$800,000</b>	<b>\$4,796,500</b>
<b>Buildings and Fleet Projects</b>								
City Hall Restoration Program	\$12,400,000	\$11,200,000	\$8,135,000	\$0	\$0	\$0	\$0	\$19,335,000
City Hall Hollow Walk Structural Repairs	0	0	0	6,000,000	0	0	0	6,000,000
Environmental Remediation Program	641,400	685,000	1,322,000	933,000	974,000	813,000	688,000	5,415,000
ADA Compliance Program	655,200	400,000	710,000	717,000	725,000	728,000	731,000	4,011,000
Facilities Exterior Program	1,368,000	431,000	1,499,000	1,525,000	1,539,000	1,544,000	1,553,000	8,091,000
City Hall Complex Remodeling	1,131,400	440,000	2,832,000	2,986,000	2,570,000	2,570,000	2,570,000	13,968,000
Muni Garages/Outlying Facilities Remodeling	871,220	1,500,000	3,211,000	3,920,000	4,228,000	3,920,000	3,920,000	20,699,000
Facilities Systems Program	4,420,500	2,500,000	6,605,000	7,165,000	7,886,000	7,053,000	7,053,000	38,262,000
Recreational Facilities Program	530,000	400,000	634,000	627,000	655,000	624,000	623,000	3,563,000
Major Capital Equipment (\$50,000 or more)	4,968,000	6,146,000	7,560,000	7,938,000	8,335,000	8,752,000	9,189,000	47,920,000
Space Planning Alterations and Engineering	207,000	0	200,000	200,000	200,000	200,000	200,000	1,000,000
Menomonee Valley Facilities Relocation	0	2,500,000	11,300,000	0	0	13,200,000	13,200,000	40,200,000
<b>Subtotal - Buildings and Fleet Projects</b>	<b>\$27,192,720</b>	<b>\$26,202,000</b>	<b>\$44,008,000</b>	<b>\$32,011,000</b>	<b>\$27,112,000</b>	<b>\$39,404,000</b>	<b>\$39,727,000</b>	<b>\$208,464,000</b>
<b>TOTAL DPW OPERATIONS DIVISION</b>	<b>\$29,526,205</b>	<b>\$26,998,500</b>	<b>\$46,808,000</b>	<b>\$34,311,000</b>	<b>\$29,912,000</b>	<b>\$42,204,000</b>	<b>\$42,527,000</b>	<b>\$222,760,500</b>

	2003 ADOPTED BUDGET	2004 ADOPTED BUDGET	2005 BUDGET PLAN	2006 BUDGET PLAN	2007 BUDGET PLAN	2008 BUDGET PLAN	2009 BUDGET PLAN	TOTAL DRAFT SIX-YEAR PLAN
<b>DPW INFRASTRUCTURE SERVICES DIVISION</b>								
Expansion of Capacity Sewers - Various Locations	\$2,959,000	\$4,000,000	\$2,909,000	\$2,909,000	\$4,073,000	\$4,073,000	\$4,073,000	\$22,037,000
Development Out-Of-Program Agreement Sewer Program at Various Locations	500,000	500,000	500,000	500,000	500,000	500,000	500,000	3,000,000
Underground Conduit and Manholes Program, Citywide	539,000	780,000	700,000	755,000	810,000	860,000	915,000	4,820,000
*****Grant & Aid*****	0	900,000	0	0	0	0	0	900,000
Major Bridge Program	1,826,000	5,650,809	2,108,000	2,278,000	1,943,000	1,978,000	2,192,000	16,149,809
*****Grant & Aid*****	7,911,000	9,117,236	2,803,000	3,951,000	4,170,000	1,882,000	6,990,000	28,913,236
Street Improvements City Portion of State and/or Federal Aided Projects	11,085,185	7,664,339	4,696,180	4,954,495	3,717,400	5,418,245	3,610,000	30,060,659
*****Grant & Aid*****	28,183,950	38,185,745	12,951,820	11,725,395	11,274,600	18,070,645	13,465,000	105,673,205
New Street Construction	681,000	0	451,000	451,000	451,000	451,000	451,000	2,255,000
Street Reconstruction and Resurface	6,100,000	4,000,000	7,092,000	5,092,000	7,092,000	5,092,000	7,092,000	35,460,000
Alley Reconstruction and Resurface	2,489,000	1,000,000	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	13,500,000
Sidewalk Replacement Program (Contract and Scattered Sites)	2,300,000	1,850,000	2,300,000	2,300,000	2,300,000	2,300,000	2,300,000	13,350,000
New Streets - Developer	400,000	400,000	400,000	400,000	400,000	400,000	400,000	2,400,000
Street Lighting Program - Citywide	5,604,000	3,643,602	6,385,000	5,938,000	5,976,000	6,102,000	6,286,000	34,330,602
Emergency Response Management Opticom Program	147,000	0	0	0	0	0	0	0
Traffic Control Facilities - Citywide	682,000	835,000	835,000	835,000	835,000	835,000	835,000	5,010,000
Traffic Signal Installation West Oklahoma Avenue and South 30th Street	0	85,000	0	0	0	0	0	85,000
Underground Electrical Manholes (Comm, Traffic Control, Street Lighting) Reconstruction Program	221,000	221,000	221,000	221,000	221,000	221,000	221,000	1,326,000
<b>GRANT AND AID</b>	<b>\$36,094,950</b>	<b>\$48,202,981</b>	<b>\$15,754,820</b>	<b>\$15,676,395</b>	<b>\$15,444,600</b>	<b>\$19,952,645</b>	<b>\$20,455,000</b>	<b>\$135,486,441</b>
<b>TOTAL CITY FUNDING</b>	<b>\$35,533,185</b>	<b>\$30,629,750</b>	<b>\$31,097,180</b>	<b>\$29,133,495</b>	<b>\$30,818,400</b>	<b>\$30,730,245</b>	<b>\$31,375,000</b>	<b>\$183,784,070</b>
<b>TOTAL DPW INFRASTRUCTURE SERVICES DIVISION</b>	<b>\$71,628,135</b>	<b>\$78,832,731</b>	<b>\$46,852,000</b>	<b>\$44,809,890</b>	<b>\$46,263,000</b>	<b>\$50,682,890</b>	<b>\$51,830,000</b>	<b>\$319,270,511</b>
<b>TOTAL DPW GRANT AND AID</b>	<b>\$36,094,950</b>	<b>\$48,202,981</b>	<b>\$15,754,820</b>	<b>\$15,676,395</b>	<b>\$15,444,600</b>	<b>\$19,952,645</b>	<b>\$20,455,000</b>	<b>\$135,486,441</b>
<b>TOTAL DPW CITY FUNDING</b>	<b>\$65,685,390</b>	<b>\$58,254,250</b>	<b>\$78,550,180</b>	<b>\$64,108,495</b>	<b>\$61,414,400</b>	<b>\$73,638,245</b>	<b>\$74,727,000</b>	<b>\$410,692,570</b>
<b>TOTAL DEPARTMENT OF PUBLIC WORKS</b>	<b>\$101,780,340</b>	<b>\$106,457,231</b>	<b>\$94,305,000</b>	<b>\$79,784,890</b>	<b>\$76,859,000</b>	<b>\$93,590,890</b>	<b>\$95,182,000</b>	<b>\$546,179,011</b>
<b>BUDGETED GRANT AND AID</b>	<b>\$40,694,950</b>	<b>\$49,352,981</b>	<b>\$17,354,820</b>	<b>\$18,176,395</b>	<b>\$17,044,600</b>	<b>\$21,252,645</b>	<b>\$21,255,000</b>	<b>\$144,436,441</b>
<b>SUBTOTAL CITY FUNDED CAPITAL PROJECTS</b>	<b>\$107,128,383</b>	<b>\$109,649,250</b>	<b>\$136,719,680</b>	<b>\$124,327,495</b>	<b>\$118,769,000</b>	<b>\$132,918,100</b>	<b>\$124,447,000</b>	<b>\$746,830,525</b>
<b>PARKING FUND</b>								
Second and Plankinton - Traffic Membrane	\$217,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0
1000 North Water Parking Structure Repairs	0	150,000	250,000	200,000	0	550,000	0	1,150,000
MacArthur Square Parking Structure Repairs	0	688,900	420,000	745,000	390,000	0	0	2,243,900
Mechanical Repairs and Facility Upgrades to Various Structures	125,000	125,000	125,000	125,000	125,000	125,000	125,000	750,000
Structural Repairs to Various Structures	125,000	125,000	125,000	125,000	125,000	125,000	125,000	750,000
Milwaukee/Michigan Parking Structure Repairs	0	0	335,000	0	0	0	845,000	1,180,000
Fourth and Highland Parking Structure Repairs	0	0	0	0	475,000	0	0	475,000
Second and Plankinton Parking Structure Repairs	0	217,000	0	0	0	250,000	250,000	717,000
Replace Revenue Control Equipment - Four Structures	969,000	0	0	0	0	0	0	0
Consolidated Facility for Parking Enforcement	225,000	0	0	0	0	0	0	0
<b>TOTAL PARKING FUND</b>	<b>\$1,661,000</b>	<b>\$1,305,900</b>	<b>\$1,255,000</b>	<b>\$1,195,000</b>	<b>\$1,115,000</b>	<b>\$1,050,000</b>	<b>\$1,345,000</b>	<b>\$7,265,900</b>

	2003 ADOPTED BUDGET	2004 ADOPTED BUDGET	2005 BUDGET PLAN	2006 BUDGET PLAN	2007 BUDGET PLAN	2008 BUDGET PLAN	2009 BUDGET PLAN	TOTAL DRAFT SIX-YEAR PLAN
<b>DPW WATER WORKS</b>								
Distribution Water Main Program	\$10,000,000	\$11,000,000	\$11,100,000	\$11,400,000	\$11,300,000	\$11,500,000	\$11,800,000	\$68,100,000
Development Out-Of-Program Agreement at Various Locations throughout the City	600,000	600,000	600,000	600,000	600,000	600,000	600,000	3,600,000
Feeder Main Program	1,000,000	1,020,000	1,040,400	1,060,000	1,100,000	1,200,000	1,300,000	6,720,400
Linwood Plant Building Improvements	0	300,000	400,000	180,000	500,000	0	100,000	1,480,000
Linwood Plant Treatment Improvements	1,150,000	450,000	400,000	3,400,000	3,000,000	1,500,000	1,000,000	9,750,000
Howard Plant Building Improvements	0	0	700,000	0	200,000	250,000	0	1,150,000
Howard Plant Treatment Improvements	0	200,000	200,000	2,100,000	2,000,000	300,000	0	4,800,000
Pump Facilities Improvements	1,400,000	750,000	1,450,000	1,450,000	1,350,000	2,150,000	0	7,150,000
Storage Facilities Improvements	750,000	0	200,000	0	0	1,000,000	1,000,000	2,200,000
Meter Shop Improvements	0	300,000	200,000	300,000	0	0	0	800,000
Distribution Building Improvements	0	8,000,000	0	0	0	0	0	8,000,000
<b>TOTAL DPW WATER WORKS</b>	<b>\$14,900,000</b>	<b>\$22,620,000</b>	<b>\$16,290,400</b>	<b>\$20,490,000</b>	<b>\$20,050,000</b>	<b>\$18,500,000</b>	<b>\$15,800,000</b>	<b>\$113,750,400</b>
<b>DPW SEWER MAINTENANCE FUND</b>								
Sewer Debris Dewatering Sites	\$200,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sewer Maintenance Relay Program	19,500,000	21,500,000	21,500,000	23,500,000	23,500,000	25,500,000	25,500,000	141,000,000
<b>TOTAL DPW SEWER MAINTENANCE FUND</b>	<b>\$19,700,000</b>	<b>\$21,500,000</b>	<b>\$21,500,000</b>	<b>\$23,500,000</b>	<b>\$23,500,000</b>	<b>\$25,500,000</b>	<b>\$25,500,000</b>	<b>\$141,000,000</b>
<b>TOTAL GRANT AND AID</b>	<b>\$40,694,950</b>	<b>\$49,352,981</b>	<b>\$17,354,820</b>	<b>\$18,176,395</b>	<b>\$17,044,600</b>	<b>\$21,252,645</b>	<b>\$21,255,000</b>	<b>\$144,436,441</b>
<b>TOTAL NON GRANT</b>	<b>\$143,389,383</b>	<b>\$155,075,150</b>	<b>\$175,765,080</b>	<b>\$169,512,495</b>	<b>\$163,434,000</b>	<b>\$177,968,100</b>	<b>\$167,092,000</b>	<b>\$1,008,846,825</b>
<b>TOTAL CAPITAL IMPROVEMENTS PLAN</b>	<b>\$184,084,333</b>	<b>\$204,428,131</b>	<b>\$193,119,900</b>	<b>\$187,688,890</b>	<b>\$180,478,600</b>	<b>\$199,220,745</b>	<b>\$188,347,000</b>	<b>\$1,153,283,266</b>